

1

2

3

REGIONAL RESOURCE STEWARDSHIP COUNCIL

4

SEPTEMBER 10 &amp; 11, 2003

5

VOLUME I OF II

6

7

8

9

10

TENNESSEE VALLEY AUTHORITY  
401 WEST SUMMIT HILL DRIVE  
KNOXVILLE, TENNESSEE 37902

11

12

13

14

15

16

17

18

19

20

REPORTED BY:

21

KIMBERLY J. NIXON, RPR  
NATIONAL REPORTING AGENCY  
1255 MARKET STREET

22

CHATTANOOGA, TENNESSEE 37402

23

423.267.8059

24

WWW.NATIONALREPORTING.COM

25

2

1

2

MEMBERS OF THE COUNCIL:

3

4

MR. LEE BAKER

5

MR. JIMMY BARNETT

6

SENATOR ROGER BEDFORD, JR.

7

MR. AUSTIN CARROLL

8

MR. PHIL COMER

9

MR. KARL DUDLEY

10

MR. BILL FORSYTH

11

MAYOR THOMAS GRIFFITH

12

MRS. JULIE HARDIN

13

DR. KATE JACKSON, DFO

14

MS. MILES MENNELL

15

MS. MICHELE MYERS

16

MR. W. C. NELSON

17

MS. ELAINE PATTERSON

18

MS. JACKIE SHELTON

19

MR. BRUCE SHUPP, CHAIRMAN

20

DR. STEPHEN SMITH

21

DR. PAUL TEAGUE

22

MR. GREER TIDWELL, JR.

23

MR. TOM VORHOLT

24

MR. ED WILLIAMS

25

3

1

P R O C E E D I N G S

2

MR. BRUCE SHUPP: Good morning. Good

3

morning. Good morning. Welcome to Knoxville.

4

Welcome to the third meeting of this phase of the

5

Resource Stewardship Council. Kate assures me we're

6

going to have one more meeting in this phase, which

7

means, I guess, early next year, next calendar year.

8

We have a small crew today. We will

9

have more coming in, I think, later this morning, and

10

we have two more coming in -- two more members coming

11

in tomorrow morning. So we will have a pretty good

12

group tomorrow to make the final deliberations.

13

Our subject this week is recreation,

14

which is a change from some of the other things we

15

have been working on. I'm looking forward to getting

16

on to that subject. We have some excellent speakers

17

from a variety of agencies and organizations and

18

governments.

19

I think we will probably have a chance

20

to break early in some regards today on sessions.

21

And Sandy, where are you? She's

22

outside.

23                   We asked Sandy to check and see if  
24   lunch could be done early so we could break early and  
25   get back early and start early on the agenda this  
1                   afternoon. So that's the plan of attack right now. 4

2                   So with that I would like to -- Dave,  
3   do you have any housekeeping stuff you want to go  
4   into early?

5                   FACILITATOR DAVE WAHUS: Let me, if I  
6   might, just review -- go over the agenda for a  
7   moment.

8                   MR. BRUCE SHUPP: Okay. If you want  
9   to do that now, that's fine.

10                  FACILITATOR DAVE WAHUS: The -- in a  
11   few minutes we will have some opening remarks from  
12   Kate Jackson, and following that we will review the  
13   questions -- the recreation questions and we'll set  
14   the stage for the panel.

15                  Following the break we have a very  
16   interesting federal panel that you will be hearing  
17   from and you'll have an opportunity to ask questions  
18   of.

19                  Following lunch we have a panel that  
20   represents private sector, the states and cities,  
21   city and county perspective.

22                   Following the break we have an  
23   interesting presentation on recreation trends. In  
24   this presentation the presenter is going to -- is  
25   physically located in Athens, Georgia. You will see  
1   his presentation up here on the screen but he will be<sup>5</sup>  
2   making the presentation by telephone. He was unable  
3   to travel. So it's something a little different for  
4   me to see and maybe for some of you. You will have  
5   an opportunity to ask questions. So there will be an  
6   opportunity for dialogue. You just won't be able to  
7   see his face.

8                   There will be dinner this evening.  
9   You will hear more about that later.

10                  Tomorrow morning we will be starting  
11   at 8:00 rather than 8:30, and we will start with  
12   some -- with the -- some preliminary housekeeping  
13   things followed by a TVA recreation presentation.

14                  At 9:20 we will have public comments.  
15   The public will -- any interested members of the  
16   public will be here to share their perspectives.

17                  And then following that break, we will  
18   launch into a discussion on the questions, and we  
19   will continue that following lunch until about 3:00.

20                  After we handle the close-out business

21 on the Council, we will hear a report on the TVA  
22 water supply partnership planning, which is a  
23 response to the work that you did at the last council  
24 meeting, following with adjournment.

25 Any questions about the agenda?

6

1 Comments?

2 Thank you, Mr. Chairman.

3 MR. BRUCE SHUPP: All right. For  
4 discussion on today's meeting, Kate Jackson.

5 DR. KATE JACKSON: Thanks. Good  
6 morning, everybody, and thank you for being here.  
7 We've got everybody down that direction today as  
8 opposed to -- you could maybe change seats or  
9 something.

10 MR. JIMMY BARNETT: We wanted to stay  
11 on your right side.

12 DR. KATE JACKSON: Oh, that's really  
13 good. He's had a lot of coffee this morning.

14 We really appreciate you being here.  
15 We're looking forward to this next couple of days.  
16 We're very interested in interacting with the folks  
17 who are coming, recognizing that there are many  
18 recreation providers in the region, and TVA merely  
19 has a role in it. That role has been changing over

20 the last several years.

21 And we're looking forward to the  
22 advice and views that the Council has with respect to  
23 where we should go from here with respect to our  
24 recreation, recognizing that we have not too much  
25 land. Although, that land obviously is very  
1 interesting from the perspective of those who want to<sup>7</sup>  
2 play on the water/land foundry. So we are looking  
3 forward to the next couple of days.

4 One of the things that I want to do  
5 sometime, and maybe this evening is the appropriate  
6 time for that at dinner, is to talk about your views,  
7 your recommendations on where we should go with the  
8 Council, recognizing that this second two-year phase  
9 is coming to a close. I suspect we will have a  
10 meeting in January, but then we all turn into  
11 pumpkins after that, and we need to think about what  
12 your views are on where we should head.

13 We have been thinking a little bit  
14 about this internally, but I would like to get your  
15 feedback on that. So be mulling that over as the day  
16 goes on and we will talk about it some more later.

17 That's it.

18 MR. BRUCE SHUPP: Dave.

19 FACILITATOR DAVE WAHUS: Underneath  
20 your agenda that you have in front of you, the second  
21 page should be a list of the questions related to  
22 TVA's involvement in recreation. And if you would  
23 take a moment to look at that, I would like to review  
24 just quickly the three questions that you will be  
25 addressing tomorrow and ask that you keep these in  
1 the front of your mind. As you listen to the 8  
2 speakers today, you might also ask them questions  
3 related to this as it relates to their particular  
4 organizations or as to how they feel from their  
5 perspective as to how they would like it to relate to  
6 TVA.

7 The questions are: What the are most  
8 important national and regional trends TVA's  
9 recreation planning should take into consideration?

10 I have already heard some interesting  
11 discussion and perspectives on some of the things  
12 that some of the Council members have heard recently  
13 or have done some studying on. So it would be  
14 interesting to hear your input as well.

15 What should be the most critical  
16 elements of TVA's recreation strategy?

17 What should TVA's recreation program



18 look like in five years? And that's the crystal ball  
19 that everyone wants to see clearly through.

20 What activities should receive more  
21 emphasis and what activities should receive less  
22 emphasis?

23 So it would be -- these are the  
24 questions that you will be addressing tomorrow as we  
25 have our discussion in making recommendations to TVA  
1 on. 9

2 Any questions or comments on this?

3 Mr. Chairman.

4 MR. BRUCE SHUPP: Okay. It shows that  
5 we're ready for a break.

6 Are you tired, Dave?

7 I think we will go on with the federal  
8 panel and then work to take a break. We have an  
9 excellent group of presenters, as I said earlier.  
10 Their resumes or bios are in the packet. Therefore,  
11 I am not going to go into large introductions on  
12 them. I will need to introduce them and the place  
13 they work.

14 We're going to start out with the  
15 world's largest or the nation's largest provider of  
16 recreation, and that's the Corps of Engineers, and to

17 do that we have George Tabb, the chief of natural  
18 resource management branch with the Corps out of  
19 Washington D. C.

20 George, the floor is yours.

21 MR. GEORGE TABB: Thank you. It's  
22 really a pleasure to be here with you this morning.  
23 I am so pleased to see that one of our sister  
24 agencies is taking an interest in their major  
25 recreation program that they have for the nation and  
1 taking a serious look at it. 10

2 One of the things that TVA  
3 participates in is the federal lakes recreation  
4 demonstration laboratory. They are part of that  
5 organization, part of that group. They don't have  
6 actually any lakes underneath of it, but I was asked  
7 to come and tell you what this thing is all about.

8 Okay. The background behind this  
9 effort. The National Recreation Lakes Study  
10 Commission was created by Congress and appointed by  
11 the President in 1998. The study -- it studied  
12 recreation related problems and the potentials for  
13 more than 1,700 lakes around the country, including  
14 all federal lakes pretty much, and reported to the  
15 President in June 1999.

16                   The recommendations were that -- from  
17     the commission were that they make recreation a  
18     higher priority at federal lakes. They recommended  
19     that they energize the focus of the federal  
20     recreation's lake recreation leadership to resolve  
21     federal lakes' issues, to advance federal lake  
22     recreation through demonstration and reinvention and  
23     to create an environmental -- an environment for  
24     success in the federal lakes recreation management.

25                   The last one was to identify and close  
1     the gap between recreation needs and services. So<sup>11</sup>  
2     that was a pretty significant undertaking for that  
3     commission.

4                   Now, at the end of that work that the  
5     commission did, they made their report to the  
6     president, as I said, in 1999, and they basically  
7     went away because there was no legislation passed to  
8     take on that energy that they had generated over that  
9     couple of years.

10                   And so the federal agencies, the  
11     federal land managing agencies on their own  
12     established the Federal Lakes Recreation Leadership  
13     Council, and that was informally organized by the  
14     agency heads in 1999. The purpose was to review and

15       implement the recommendations of the commissions.

16                       And the eight federal agencies  
17       involved were the Bureau of Land Management, the Fish  
18       & Wildlife Service, the National Park Service, the  
19       Bureau of Reclamation, Bureau of Indian Affairs, the  
20       Forest Service, TVA, and the Corps. So those are the  
21       players.

22                       Now, one of the first things that the  
23       leadership council did in the summer of 2000 was to  
24       establish a federal lakes recreation demonstration  
25       program. What they did was they developed a charter  
1       that was signed by then Vice President Gore to  
2       establish laboratories under the national partnership  
3       for reinvention of government.

4                       In the fall of 2000 the federal lakes  
5       recreation laboratory lakes demonstration effort was  
6       established, and we're now operating with 32 lakes,  
7       mainly the Corps lakes, the Bureau lakes, a few  
8       Forest Service lakes, a couple of Park Service lakes  
9       and Fish & Wildlife Service.

10                      The purpose of this demonstration  
11       program, it was to last six months to four years, and  
12       the emphasis is on cooperative efforts between  
13       federal agencies and other interested parties. What

14 they wanted to do was to get the lessons learned out  
15 of the lab effort and make them available across  
16 agency lines so that we could take advantage of any  
17 good ideas that came up. So far two managers'  
18 meetings have been held to report on the progress.

19 What are the reinvention laboratories?

20 Lab designations are awarded in an  
21 attempt to experiment with or test newer and better  
22 ways of doing business. The main thing was to cut  
23 through the red tape that is out there and the  
24 bureaucracy that inhibits the way that we make  
25 changes in our business practices.

13

1 It was -- another purpose was to  
2 unleash the innovations from employees and others on  
3 the ground. Lots of times those folks feel very  
4 inhibited about making changes. This took the leash  
5 off of those people and allowed them -- gave them a  
6 permission card to use in making changes in the way  
7 that they operated their project. Now, it did not  
8 give them a free pass to get around the requirements  
9 of the law, but it did give them a free pass to get  
10 around the requirements of policy.

11 I will just tell you a little bit  
12 about the Corps' efforts as an example of one of the

13 agencies that participates in this effort so that you  
14 can get some feel for what we have done, and I think  
15 the other agencies are pretty similar to it, pretty  
16 similar to what we have done.

17                   The Corps has 13 lakes that have been  
18 selected under the reinvention laboratory efforts.  
19 Our key principles were to promote leadership and  
20 action, you know, give the leadership to the  
21 on-the-ground manager, give him the authority and  
22 responsibility to make the changes he needs to, to  
23 create a win/win environment for the local  
24 communities and for the agency and to celebrate and  
25 publicize successes, to maximize doing and minimize  
1 reporting, that was one of the big things. 14

2                   Whenever we come out with these big  
3 national programs, there's always a big reporting  
4 tail on these. In this effort we tried to minimize  
5 that to the maximum extent. And we wanted to develop  
6 a strategy for long-term change within our agencies.  
7 We need to have -- I think in federal lakes  
8 recreation community we need to have some landmark  
9 changes in the way we do our business.

10                   Two rules, no additional funding was  
11 made available for this effort. So that was really a

12 problem, there was no funding appropriated by  
13 Congress. The agencies had no additional funding.  
14 They had to use the funding that was available to  
15 them. So that was a real hinderance when it comes to  
16 developing partnerships with local communities to get  
17 on-the-ground work done.

18 The lab designation allows the Corps  
19 to put aside agency policies but not the requirements  
20 of law. So one of the big questions that we got when  
21 we first started this program was, how can we modify  
22 our use fee program to take advantage of  
23 opportunities to keep those fees here at the project?  
24 Well, there's a law that establishes that, so we were  
25 not allowed to tamper with those specific

1 requirements. 15

2 What have we accomplished to date?

3 Well, we have had two managers'  
4 meetings. One was held at Lake Lanier in 2000 and  
5 another one was held at Pheonix in 2001. We  
6 accomplished a great deal of idea sharing between the  
7 agencies at those meetings. New ideas are daily  
8 being implemented on this program.

9 And most importantly, I think the  
10 biggest thing that we have accomplished is we have

11 established new partnerships that are being formed  
12 and working out there on the ground, and that's with  
13 all the agencies, not just the Corps.

14 Local opportunities and challenges  
15 that are associated with the program. The  
16 opportunities, there's some significant ones out  
17 there that we think are presenting themselves.

18 One is the opportunity to have  
19 watershed summits in various watersheds, to work  
20 efforts in the federal community on a watershed basis  
21 rather than a functional basis for the agency, an  
22 opportunity to give congressional tours and show  
23 actually what we are doing out there on the federal  
24 lakes, that has been very successful.

25 The Kaskia Kaw River Conservancy, that  
1 is another major thing that has come out of this. It<sup>16</sup>  
2 is a major partnership effort that includes over 200  
3 agencies within that watershed in Illinois, and it's  
4 not headed by the Corps. It's headed by a local  
5 volunteer group. The Corps is a part of it, as well  
6 as other agencies, and that thing has been a super,  
7 super success in helping us with the watershed  
8 management activities.

9 I think most people who have



10 participated in those meetings, and they have as many  
11 as 400 people that come to those meetings annually,  
12 would agree that it has been very, very successful.  
13 I was fortunate enough to get to go to one two years  
14 ago. I couldn't have been more impressed.

15 Our district engineer at that time,  
16 the district engineers in the Corps are the leader  
17 for a particular Corps district, and those folks are  
18 key players. They are very busy. They are  
19 executives. He spent two whole days at that meeting,  
20 and that is unheard of, that you can get a military  
21 officer to spend that much time on one project, one  
22 effort, that was a major accomplishment.

23 And I asked him, I said, "Why are you  
24 spending so much time here?"

25 He said, "This is the most important  
1 thing that we're doing." And so he saw the value in<sup>17</sup>  
2 it.

3 Another opportunity is to actually  
4 create a constituency that can help you get  
5 recreation as a true project purpose for a lot of  
6 lake projects. Some of the challenges, as you might  
7 guess, are the funding and authority. So that's what  
8 we have run into.

9                   The key to it all is forming  
10 partnerships, forming constituencies and working for  
11 the benefit of the public, and that's what we're  
12 trying to do here.

13                   Now, I will tell you that this  
14 leadership council has been sort of at loose ends for  
15 the last year or so. Bruce Brown from the interior  
16 department has been charged with heading this  
17 exercise for the interior department, they have the  
18 lead on it. Bruce has recently changed jobs and he  
19 has also been involved in a major traffic accident,  
20 so he's sort of bumped up right now, but Bruce will  
21 be getting back in the saddle on this and will pick  
22 this thing up shortly, I hope, and move forward with  
23 it.

24                   There is two co-chairs to the  
25 leadership council. One is General Griffin, who is  
1                   our deputy commanding general for the Corps of <sup>18</sup>  
2 Engineers, and John Keys, who is commissioner for the  
3 bureau of reclamation. So those two guys are  
4 friends. They have known each other for years. This  
5 is a pet project for them. So we need to make sure  
6 that this thing moves forward. So that's the  
7 presentation on federal lakes.

8 Do you have any questions?

9 MR. BRUCE SHUPP: We will take  
10 questions on this, George, and then when we get into  
11 the agency presentations we will hold questions until  
12 all the presenters are done to make sure they get  
13 through with their presentations, but we have time  
14 for this because this is a multi-agency program.

15 I will start with the first question,  
16 George. Do you see any trend toward the increase of  
17 recreation as a priority in a project -- as a project  
18 purpose?

19 MR. GEORGE TABB: I would say it  
20 depends on where you sit. If you sit in a Washington  
21 office like I do, I see very little trend in that  
22 regard. But if you're a project manager or a park  
23 ranger who sits out at the lake, yes, there is a  
24 significant trend to try to improve recreation  
25 standing as it appears -- as it appears in  
1 relationship to the other project purposes, yes. 19

2 MR. BRUCE SHUPP: Wouldn't it need  
3 legislation to actually become a purpose?

4 MR. GEORGE TABB: Well, I can speak  
5 only for the Corps, but many of our lakes already  
6 have that as a project purpose. Other lakes do not

7 have it as a specific project purpose, but there is  
8 some generic legislation that puts it in there with  
9 the other project purposes.

10 Now, I'm not going to try to kid  
11 anyone, recreation, when you are talking about an  
12 engineering organization like the Corps of Engineers,  
13 will always be viewed as a secondary purpose. There  
14 are -- it's a cultural thing within the agency and  
15 there's a bias against that.

16 There are many people within our own  
17 agency that would just as soon get rid of that  
18 nagging, troublesome program, but what they get rid  
19 of if they get rid of that program is the Army's face  
20 to the nation. I think the chief and our deputy  
21 commander, those two fully understand the value of  
22 the recreation program and they are not about to give  
23 it up, but it's -- somebody like me that is in the  
24 trenches every day, it's a constant struggle to keep  
25 that purpose in the forefront and get it some notice  
1 and get it some funding and get the thing moving in a  
2 positive direction for the American people.

3 MR. BRUCE SHUPP: Other questions?

4 MR. LEE BAKER: Yes, Mr. Tabb. You  
5 mentioned the word value, can you help me place some

6 perspective on the value?

7                   What work has been done in terms of if  
8 you were looking at it purely from an economic  
9 development situation and you're comparing the  
10 efforts you might place toward recreation and the  
11 value in terms of dollars that it brings to the  
12 region or the community versus the efforts one might  
13 put towards recruiting a major industry or in  
14 industry or a commercial development, can you help  
15 equate that for us?

16                   MR. GEORGE TABB: I can help a little  
17 bit with it. I did not come prepared to talk about  
18 that particular subject, but I will tell you that on  
19 each Corps lake we have done something called, value  
20 to the nation. And what that does is for each lake  
21 it quantifies the value that that lake contributes to  
22 the local economy, the local jobs, to the money  
23 brought into the community, and those kinds of  
24 things. We have got that quantified for each lake.

25                   And then there is a way to roll that  
1 up nationally or by state. We can do that and it's<sup>21</sup>  
2 easily done. It's already out there. And it is a  
3 significant engine to many, many local communities.  
4 As far as a nationwide figure, I don't have that in

5 my head, but it is surprising how big this really is.

6 And I'll tell you, one of the things  
7 that I am responsible for is -- in addition to  
8 recreation is the land management at Corps lake  
9 projects, and we're a little different from TVA and  
10 some of the other agencies. One of the things that  
11 we are constantly challenged on is we have a  
12 developer that will come to us and say, you have got  
13 all of this land here at this lake, your lake is  
14 surrounded by a city, it's the only public land in  
15 that area, we want to use that to put in a theme park  
16 or we want to use that to put in a hospital or we  
17 want to use that to put in a fire station. There's  
18 people that are constantly out there wanting to get  
19 that land because they see it as a valuable resource,  
20 and it is a valuable resource, but we have been  
21 pretty good about trying to resist those kinds of  
22 things.

23 We have got a major effort going on  
24 right now in Nashville to -- for a piece of land  
25 there, but everybody sees this as an economic driver  
1 in one way or another. These public -- these people<sup>22</sup>  
2 that want to get a piece of the Corps land to do  
3 development on are just one aspect of it. There's

4 many, many others. I hope have I have answered your  
5 question.

6 DR. KATE JACKSON: Lee, I don't know  
7 if this will help or not, but every region of the  
8 country because of the topography, because of the  
9 amount of navigation there is on the watershed,  
10 because of the kinds of recreation opportunities,  
11 because of the kinds of industrial opportunities,  
12 those multiplier numbers are different from place to  
13 place.

14 When Atlanta began looking at some of  
15 their recreation issues at Lake Lanier and the  
16 navigation issues on that chunk of the river,  
17 recreation opportunities are much more valuable  
18 around Lake Lanier than navigation or industrial  
19 recruitment because of the kind of economic  
20 development that has gone on there historically.

21 When we look in our own region at the  
22 kinds of multipliers that there are with respect to  
23 generating lots of productive dollars into the  
24 economy, and this is work that's been done in the  
25 Reservoir Operations Study, the value of an  
1 industrial dollar investment in economic development  
2 is about 1.7 to about one dollar, whereas, for a

3 recreational dollar it's more in the order of 1.2,  
4 but that's different for every reservoir and that's  
5 different for every region. So you can't answer that  
6 in a nationwide perspective.

7 MR. GEORGE TABB: But it has been  
8 really interesting for us to do this on a  
9 project-by-project basis and be in a position where  
10 we can then give those figures to our congressmen and  
11 senators, they find that very useful and very  
12 interesting, and the figures are huge.

13 MR. BRUCE SHUPP: Jimmy.

14 MR. JIMMY BARNETT: I have a question.  
15 I was talking to some of our local people and they  
16 kept talking about the changing patterns and the way  
17 people utilize their particular resources, whether  
18 it's a park or whether it's a riverfront park or  
19 internal park. I asked him what did he mean.

20 He said, well, used to we would have  
21 organized activities and people would flock to them  
22 and we would run six weeks of classes in ceramics and  
23 we could do teams of ballplayers, we could do tennis  
24 matches and have tennis leagues, and do this, that,  
25 and the other. He said, now it seems like people are  
1 getting more independent and they want to use the



2 hiking trails, the scenic things. They want to go  
3 fishing by themselves, not in a tournament, Bruce,  
4 they want to do this, that, or the other.

5 Have you noticed anything like that as  
6 far as you're concerned?

7 MR. GEORGE TABB: I would say yes.  
8 One of the groups that we have recently partnered  
9 with is the International Mountain Bikeling (sic) --  
10 Bicycling Association. They are an excellent partner  
11 for us because they will come out and help us design  
12 and build hiking and bicycling trails on Corps lakes  
13 and other federal projects, other federal areas.  
14 What I have found through our partnership with them  
15 is that there is a huge interest in independent kind  
16 of sports activities, exactly as you have reflected.

17 We have never had on Corps lakes big,  
18 organized functions, classes, or those kinds of  
19 things. So I really don't have a base to go from on  
20 that, but just my observations and my feelings and my  
21 look at the partners that we're now getting to help  
22 us with the development on our lands leads me exactly  
23 to that point.

24 And the sports and activities that are  
25 being participated in are changing greatly. You will

1 get -- 20 years ago you never heard of anything like  
2 sail boarding, now sail boarding is a big thing at  
3 Bonneville Lock and Dam on the Columbia River outside  
4 of Portland. It's a world class area. It's a Corps  
5 lake. They come there from all over the world to  
6 wind surf and wind sail and board sail on those  
7 waters there.

8                   There are a lot of more extreme kinds  
9 of activities that people are getting involved in  
10 that they have never gotten involved in before, even  
11 parachuting, you know, that's become much more  
12 common, rock climbing, things that have some kind of  
13 a risk to it seems to attract lots of young users. I  
14 remember those days.

15                   MR. JIMMY BARNETT: I do, too. My  
16 daughter jumped out of an airplane. I am insanely  
17 jealous.

18                   MR. BRUCE SHUPP: Any other questions  
19 before George does his Corps of Engineers  
20 presentation?

21                   All right. He puts down the Corps hat  
22 and takes off the recreation lakes hat.

23                   MR. GEORGE TABB: Well, I will tell  
24 you, the Corps has been a great career for me. I

25 have really enjoyed my time with the Corps. I have  
1 learned so much and I've met so many very interesting<sup>26</sup>  
2 people and I have got to come and talk to groups like  
3 this.

4 One of the things that I think people  
5 don't realize about the Corps is really that we do  
6 have a recreation program, and it's a significant  
7 one. We have 456 lakes located in 43 states and 80  
8 percent of our projects are located east of the  
9 Mississippi. Anyway, you can see them there with the  
10 dots.

11 And so what that means is that 80  
12 percent of our projects are located in the eastern  
13 part of the country, that's where 80 percent of the  
14 population of the country is.

15 Corps lakes located, most of them,  
16 within one hour driving time of a major metropolitan  
17 area. The reason for that is because of the flood  
18 control purpose that we have out there to protect the  
19 major cities. So what we have got is a natural place  
20 for people to come. People love water, so they come  
21 to Corps lakes.

22 Now, the Corps, if you look at the pie  
23 chart on the left side, owns about 2 percent of the

24 federal land holdings, but if you look at the  
25 visitation on the right side the Corps gets 21  
1 percent of the visitation to federal lands. So the 27  
2 2 percent of the federal land holdings that we have  
3 are very, very heavily used, very heavily used,  
4 intensively used, more intensively used than any  
5 other piece of federal land.

6 The Corps is the largest federal  
7 provider of outdoor recreation. Most people think  
8 it's the Forest Service or the National Park Service,  
9 but, no, it's the Corps. It's a surprise to many,  
10 many people. We get about 396 million visits  
11 annually. One in ten Americans visits a Corps lake  
12 each year. When they come to Corps lakes they spend  
13 annually about \$12 billion on travel there, things  
14 that they buy on the way, things they buy for their  
15 trips, gasoline, and so forth.

16 The Corps lakes support over 500,000  
17 jobs. Annually there are about 700,000 -- 70,000  
18 volunteers that come and help do things at the  
19 federal lake projects that contribute about \$13.5  
20 million in value. 33 percent of all lake fishing,  
21 excluding the Great Lakes, occurs on Corps lakes. So  
22 they are very popular. People love water. Just like

23 they love the TVA lakes, they love the Corps lakes.

24 As I said, we have 11.5 million acres  
25 of water. You can see the other stats there. We 28  
1 have more shoreline at Corps lakes than the country  
2 as a whole if you look at the coastal shoreline.  
3 There's some other interesting figures there. The  
4 Corps has 93,000 camp sites, about 990 swim areas,  
5 but only 8,400 miles of road.

6 Now, when you look at an organization  
7 like the U.S. Forest Service, they have a huge road  
8 network system because they have the majority of the  
9 federal owned land of the federal agencies. We have  
10 a small amount of trail, about 4,000 miles worth of  
11 trail, but those trails are very heavily used.

12 Now, one of the things that makes the  
13 Corps different from the other federal agencies is  
14 that we have a management style that's a little  
15 different. About 43 percent of our areas are managed  
16 by others. We learned early on that we could not  
17 possibly serve all of the public need that is going  
18 to occur on Corps lakes by ourselves. We don't have  
19 the budget. We don't have the staff. We don't have  
20 the resources to do that.

21 We do have a very good leasing

22 authority. So part of our management philosophy is  
23 to lease land to concessionaires, to states and to  
24 local governments and quasi public areas so that they  
25 can develop public recreation areas. So you can see  
1 there that we have a significant amount of our  
2 facilities that are managed by others.

3 The biggest player for us is the state  
4 parks. There are many, many state parks, nearly 600  
5 on Corps lakes, which is a very impressive thing. So  
6 the states are our key partners.

7 Now, the kind of uses that we allow  
8 out there on Corps project lakes vary greatly. We  
9 are a multipurpose agency much like the U.S. Forest  
10 Service. Pretty much anything that you can do as far  
11 as recreation on your own anywhere you can do on a  
12 Corps lake. It ranges from hunting to sailboarding.  
13 It just covers the whole gamut. There are very few  
14 restrictions when you come to a Corps lake. In fact,  
15 we encourage all of this. And many people are  
16 surprised that we allow hunting. In many states like  
17 Iowa it's the only public land available in that  
18 state for people to come and hunt on.

19 Now, some of our current conditions.  
20 Corps lakes were built in the '40s, '50s and '60s,

21 and about 40 percent of them are 40 years or older,  
22 50 percent of them are 20 to 40 years old, 10 percent  
23 are less than 20 years old. We have a critical  
24 backlog in the recreation arena of about \$99 million.  
25 The total maintenance backlog for the recreation  
1 facilities at Corps lakes is \$606 million. It's a 30  
2 huge amount.

3 So what I am saying here is that our  
4 infrastructure out there is crumbling. We have no  
5 resources to take care of this. Congress has not  
6 chosen to appropriate funding. The agency doesn't  
7 have enough money to pay its people and fix its  
8 facilities. So we have to rely on your partners  
9 quite a bit to help us with this.

10 We have also suffered a staffing  
11 erosion. Right now we have about 2,000 park rangers,  
12 park managers, foresters, biologists, and so forth,  
13 to cover our 456 lakes, a very small cadre of very,  
14 very dedicated folks that get the job done, but we  
15 have suffered an erosion of 36 percent over the last  
16 15 years. So the public is not getting the service  
17 that they once had at the Corps lakes.

18 Also, our recreation planning and  
19 design capability has eroded significantly. Back

20 when we were designing lakes we had full capability  
21 in all of our districts to handle any need that we  
22 have, now we don't.

23 Now, what drives the Corps' role in  
24 recreation? As I said earlier when I was talking  
25 about the federal lakes, Corps lakes have other  
1 project purposes, mainly they are flood control, 31  
2 navigation, hydropower, water supply, and fish and  
3 wildlife. As I said earlier, recreation is a  
4 secondary purpose, even though it is listed as a  
5 primary purpose under -- on a legislation for some of  
6 the lakes. It basically exists as a by-product for  
7 these primary purposes.

8 So what that means is that the Corps  
9 has a significant problem on its hands when it comes  
10 to balancing those other project purposes and still  
11 providing recreation opportunities for the public.

12 A couple of years ago we had some  
13 major droughts in the southeast. There were  
14 navigation needs on some of the -- on the rivers  
15 there. There were water supply needs. And we  
16 started drawing down some of our lakes, and the water  
17 supply for Atlanta was threatened for a while.  
18 People were quite upset.



19                   Our concessionaires were coming  
20   unglued. I was getting calls every day, why are you  
21   doing this to us, and I would have to say to them,  
22   you don't understand. You need to understand we have  
23   got to balance all these uses. People really have a  
24   hard time understanding that, and that is a major,  
25   major challenge, I think, for all federal agencies  
1   when it comes to recreation is balancing the  
2   recreation use against the other purposes that they  
3   have out there.

32

4                   Now, our main objective in our  
5   recreation program is to plan, provide, manage, and  
6   maintain quality outdoor recreation opportunities  
7   that are accessible, safe, and healthful for diverse  
8   populations on a sustained basis. So that's our  
9   general objective.

10                  Now, what we're trying to achieve as  
11   far as an outcome goal is quality water related  
12   recreation opportunities and services that are  
13   available to serve the needs of present and future  
14   generations. We want to make this thing sustainable,  
15   and that's the hard part, making it sustainable. And  
16   looking at the long picture, the long-term picture  
17   rather than just a short-term need is very difficult

18 for those of us within the agency as well as for the  
19 public.

20                   Everybody today seems to want things  
21 instantly. They want instant gratification. They  
22 want things now without thinking about what affect  
23 it's going to have on the future.

24                   One of the things I was asked to talk  
25 about were the general trends that I see as far as  
1 recreation since 9/11. I think that one of the 33  
2 trends that has been widely recognized is that people  
3 are recreating much closer to home. I think that  
4 another trend, as we talked about a few minutes ago  
5 with Jimmy there, was that the recreation public is  
6 getting younger and they are doing more  
7 individualistic kinds of things.

8                   I think that security at Corps  
9 projects is much tighter, and what that means is that  
10 there is -- there are limits on some areas as to when  
11 people or how people can use them. Some of the  
12 downstream areas have been restricted because there's  
13 no other access to them other than through the dam or  
14 near the dam. We want to keep people away from those  
15 facilities, so that has been a trend.

16                   The cost of user fees at Corps

17 projects are expected to increase. I think you're  
18 going to see that pretty much across the board as far  
19 as the federal agencies are concerned, and I would be  
20 surprised to hear otherwise. I think that the number  
21 of user fees are expected to increase.

22 Now, the Corps and the Bureau of  
23 Reclamation were not included in the recreation fee  
24 demonstration program that was established by  
25 Congress several years ago. We were left out of that  
1 because we are under a different committee than the<sup>34</sup>  
2 interior and agriculture agencies. What that program  
3 does is it allows the people at local parks and  
4 forests to develop programs that they charge fees for  
5 and to keep those fees locally where they are  
6 generated.

7 We would very, very much like to get  
8 into that program because our appropriated funds are  
9 shrinking. We have got to find a way to provide more  
10 facilities to the public, that is an opportunity. So  
11 that's a key thing for us.

12 Current issues, some of you may have  
13 heard about the Corps' 2012 report. This is a  
14 significant change in the Corps' culture. The chief  
15 of engineers, General Flowers, directed a year ago

16     that the Corps look at itself thoroughly and try to  
17     find a way to make ourselves more efficient, more  
18     productive, and more service oriented as far as the  
19     public is concerned.

20                     He commissioned a group of high level  
21     people to work on this. They worked on it for a  
22     year. That work has just been completed. And this  
23     will be an earthshaking change for the Corps if this  
24     comes about. It does away with our functional  
25     organization. We will no longer have a planning  
1     element. We will no longer have an operations  
2     element. We will no longer have an engineering  
3     element.

35

4                     We're going to set up teams. We're  
5     going to operate by business lines. Our budget will  
6     be done on business lines rather than by function.  
7     So this is a major change for the Corps if this comes  
8     about. So that's a significant thing. And how it's  
9     going to affect the on-the-ground provision of  
10    recreation, I really don't have a good feel for this  
11    at the moment, but I suspect the on-the-ground folks  
12    will see little change but those of us at the  
13    regional level and those of us in Washington will see  
14    a major change in the way business is done.

15                   Funding for upgrades of facilities is  
16   our largest need at the moment. We have very few  
17   funds for that. So we need some money there.

18                   Dredging to support our  
19   concessionaires continues to be an effort as our  
20   lakes silt in around the country. That is a  
21   responsibility of the concessionaires that they take  
22   on when they lease the land from us. As the lakes  
23   age they tend to silt in, and it ends up becoming a  
24   major economic issue for concessionaire and they end  
25   up coming to the Corps to help them with that

1   problem. We have no resources to do that.

36

2                   Partnering to support our  
3   on-the-ground operations continues to be a prime  
4   objective of the Corps. And I guess since there are  
5   no questions, I will sit down and wait until later.

6                   MR. BRUCE SHUPP: Actually we can take  
7   a couple of questions. We're going to take a break  
8   at 9:30 as scheduled in the original agenda. Let's  
9   take questions for George now.

10                   MR. GEORGE TABB: Were any of you  
11   surprised that the Corps was the leading provider of  
12   outdoor recreation?

13                   Did any of you know that?

14                   How many knew that? All right. A few  
15 people. I am glad I maybe woke up some people.

16                   MR. BRUCE SHUPP: George, on the trend  
17 that's obvious with the infrastructure not being  
18 maintained as it should with the appropriated funds  
19 going down, I mean, that's a serious trend to the  
20 recreation business. What's the Corps' long-range  
21 view of that? I mean, how do they see that being  
22 corrected?

23                   MR. GEORGE TABB: The only -- there's  
24 only two avenues, actually three, that we could see  
25 that that would get corrected on is, one, additional  
1                   appropriated funds to help us with some modernization<sup>37</sup>  
2 efforts. We have tried twice to get an agenda  
3 through to Congress to give us a small amount of  
4 money, \$25 million a year to start upgrading the most  
5 degraded facilities that are Corps operated. That  
6 has failed twice.

7                   And I think in today's environment it  
8 will fail again. The discretionary funds, as we all  
9 know, are in short supply because of the war and  
10 everything else that's going on, and I just don't  
11 think that that's going to be a good possibility for  
12 us.

13                   The other one is partnerships. A few  
14 years ago we managed to get some contributions  
15 authority that will allow us to take funding from  
16 local partners to put into infrastructure on the  
17 ground, that is paying some small benefits to us, but  
18 I think the big thing that -- the big hope that we  
19 have is by establishing partnerships we will  
20 establish constituencies -- on-the-ground  
21 constituencies that are interested in Corps lakes and  
22 making sure that they get the funding that they need.

23                   If these constituencies are developed  
24 similar to what -- the way they are at the national  
25 parks, for example, there are strong constituencies  
1 for those facilities. When there's something needed<sup>38</sup>  
2 there, the people raise a cry. The local congressmen  
3 and senators put money in and get earmarked money for  
4 those parks. We're hoping to do the same thing.

5                   So those are the three avenues, and  
6 they are not all very promising. The last one is a  
7 long-term thing.

8                   MR. BRUCE SHUPP: Questions.

9                   MR. MARK FLY: Do you happen to know  
10 what the age distribution of your recreation related  
11 employees are, like rangers, what that would be? Are

12 any of them retirement age?

13 FACILITATOR DAVE WAHUS: Before you  
14 answer that. Would you please state your name, sir?

15 MR. MARK FLY: I'm Mark Fly from the  
16 University of Tennessee.

17 MR. GEORGE TABB: I don't have  
18 specific figures, but I will tell you they are all  
19 like me, a lot of them are like me, they are  
20 approaching retirement. I think that there's going  
21 to be some significant changeover in the leadership  
22 of Corps lakes in the next three years rather than  
23 five.

24 There are some major key retirements  
25 that are going to be take place very shortly. So  
1 we're going to see a big changeover in how our  
2 agencies works. Baby boomers are going out the door  
3 and it's -- the other folks are going to have to come  
4 in behind them and take their place, but specific  
5 numbers I don't have that. I could get them for you,  
6 be glad to do that. If you contact me later, we can  
7 maybe get that for you.

8 MR. MARK FLY: Are there any plans or  
9 processes for bringing in people with experience as  
10 we have got this retirement thing going on?



11 MR. GEORGE TABB: Yes. The leadership  
12 within the Corps does -- is quite concerned about  
13 this, the brain drain that's occurring right now.  
14 All of those folks going out the door and taking all  
15 of that knowledge, yes, they are concerned about it.

16 We are actively participating on local  
17 college campuses to try to get folks to come into  
18 what we call our intern program. What we do is we do  
19 very few direct hires anymore. What we will do is  
20 bring somebody in as an intern, see how they work  
21 out. If we're happy with them and we have a  
22 position, we will bring those people on full-time.  
23 Co-op students is another mechanism that we use.

24 So what we're trying to do is bring  
25 people in that we know are dedicated to the work,  
1 want to do the work, care about the work and are 40  
2 responsible, and we just glide them in through that  
3 way. It works very well for us.

4 MR. BRUCE SHUPP: Any other questions?  
5 Let's take a break until 10:00. We will start  
6 promptly at 10:00.

7 (Brief recess.)

8 MR. BRUCE SHUPP: Take your seats,  
9 please. We have got two more speakers before lunch.

10 Each of them will speak for 30 minutes. And again,  
11 we will hold our questions, and then we will have a  
12 30 minute question-and-answer session for both of  
13 them. In fact, we can probably even bring George  
14 Tabb back up to participate in that 30 minutes again.

15 Then we're going to have lunch at  
16 11:30. We're going to break for lunch at 11:30 and  
17 come back here at 12:30 and get into the afternoon  
18 panel.

19 With that, Larry Hartmann from the  
20 National Park Service. Larry is the chief of the  
21 division of resource management and science at Great  
22 Smoky Mountain National Park. Larry, the floor is  
23 yours.

24 MR. LARRY HARTMANN: Thank you very  
25 much. My name is Larry Hartmann, and my position is  
1 the chief of the division of resource management and<sup>41</sup>  
2 science at the Smokies.

3 My boss, Phil Francis, the acting  
4 superintendent, would have liked to have been here,  
5 but as it turns out it, it is the 75th anniversary of  
6 the creation of the Smokies and he is involved with  
7 some festivities. David Rockefeller is down and they  
8 are doing some pretty extensive fundraising today,

9       which is always welcome. So he was not able to come,  
10       but he does send his greetings and he sent me in his  
11       place, and I am very glad to be here.

12                   I also wanted to thank the Tennessee  
13       Valley Authority. They're a strong partner of the  
14       park and we have done some things together. We  
15       appreciate their help with some air quality studies  
16       that we have done along the way and their efforts to  
17       improve the air quality in the area.

18                   I know there's been a tremendous  
19       amount of work in terms of putting in scrubbers and  
20       that kind of thing to help with the air pollution  
21       problems. And if you go up to the top of Clingman's  
22       Dome, you can see that most days of the year.

23                   They have also provided us with some  
24       vehicles, some alternative fueled vehicles that we're  
25       experimenting with throughout the park, and that's  
1       been very welcome. So we appreciate the help. 42

2                   I wanted to let this group know that I  
3       am familiar with FICA approved committees. In my  
4       previous job I worked for the Forest Service at the  
5       Blue Mountain Natural Resources Institute out in  
6       Northeastern Oregon and Southeastern Washington. We  
7       had a 20 member FICA committee, and sometimes just to

8 get that group together and to almost literally leave  
9 their guns at the door so they could come together  
10 and talk about controversial environmental issues  
11 was -- and I am not kidding, was quite an  
12 accomplishment. Just getting people to dialogue was  
13 wonderful. So I am a firm believer in the FICA  
14 committees. I think they can do a tremendous amount  
15 of good.

16 In my talk today I am going to speak a  
17 little bit about some background on the Smokies,  
18 provide you with that, fill you in a little bit on  
19 how we manage the park and our role as a provider of  
20 recreation in this part of East Tennessee.

21 What makes the Smokies so special?

22 Probably a lot of you have been to the  
23 Smokies and are aware of all of this. The scenery is  
24 just wonderful. You know, take your pick, if you  
25 like the big vistas or if you like the smaller  
1 waterfalls and trickles and flowers and wildlife, we<sup>43</sup>  
2 have got it all. It's the largest sweep of  
3 undeveloped upland and upland wilderness in the east,  
4 not designated wilderness but back country, 16 peaks  
5 over 6,000 feet, very rugged varied topography, and  
6 we get a lot of water.

7                   Up at the top of the hills we get as  
8   much as 80 inches of rain every year and it all comes  
9   downhill, which is probably not a surprise to anybody  
10   in TVA, but it's beautiful. We get a lot of water, a  
11   lot of waterfalls, 2,000 miles of streams in the  
12   park, just abundant pristine water, which is what a  
13   lot of people come for.

14                  The Smokies is also famous for the  
15   diversity of animal life, 60 species of mammals.  
16   We've got about 2,000 black bears in the park, over  
17   200 species of birds, 38 species of reptiles. We're  
18   the salamander capital for the world with 30 species  
19   present and a population reservoir for many different  
20   kinds of species.

21                  Plant life is similar. We have got  
22   over 1,500 flowering plants. I asked our botanist  
23   yesterday, "What is the growing season?"

24                  And she said the -- about the only  
25   time that you will not find something blooming in the  
1   Smokies is December and January, and sometimes you<sup>44</sup>  
2   can find things blooming then too.

3                  We have got more trees than in all of  
4   Northern Europe. To give you a comparison, in Yellow  
5   Stone National Park they have got nine species of

6 trees. We have got 135. We have got 2,000 to maybe  
7 even 20,000 fungi, up to 800 lichen species. We just  
8 don't know what we have got out there yet.

9 We know there's about 10,000 species  
10 that we know of. Scientists have estimated that  
11 there's maybe as much as 100,000 species in the  
12 Smokies, and we're working right now to try to find  
13 those through a project called, All Taxa of  
14 Biodiversity Inventory.

15 The Smokies is most known as a natural  
16 park, but it could stand alone as a cultural  
17 resources park as well. We call it a continuum of  
18 human occupation dating back 10,000 years. Of  
19 course, the earlier populations there were the Native  
20 Americans. Our focus is more on the settlers that  
21 have come in since Europeans have come into this  
22 country.

23 We know quite a bit about the people,  
24 the Europeans that used to live there. And many of  
25 you know that the Smokies is different from a lot of  
1 the large western parks that were basically just  
2 carved out of federal land. The Smokies was created  
3 from over 6,000 individual land purchases. And a lot  
4 of those people's descendents are still here and they

5     gather annually to reminisce and talk about their  
6     ancestry and connection to the Smokies. Some of the  
7     people that you see in the right-hand pictures would  
8     be the descendents of the people in the left-hand  
9     picture.

10                   And, of course, it goes back further  
11     than that. We have had archeologists on staff for  
12     maybe the past three years, and we have been finding  
13     some things in the park dating back as much as 10,000  
14     years in places where we hadn't expected it.

15                   Our first archeologist called the  
16     Smokies the black hole of archeology because so  
17     little was known about that, and we found things that  
18     we hadn't expected. It seems like any piece of flat  
19     land next to a river you're bound to find some kind  
20     of settlement, but there are surprising settlements  
21     that you would find up in the higher countries, too.

22                   We have got a lot of historic  
23     resources, 78 historic structures, six national  
24     register -- national register historic districts,  
25     finest collection of large -- of log structures in  
1     the park service, churches, grist mills, and a  
2     school.

3                   And then there's Cades Cove. Cades

4 Cove alone attracts 2,000,000 visitors a year. And  
5 if it were a separate Cades Cove national park, it  
6 would be in the top ten visited national parks in the  
7 country. Cades Cove by itself gets about as much  
8 visitation as Rocky Mountain or Sequoyah Kings Canyon  
9 or an Olympic National Park would get.

10 How we're put together, and I think  
11 this is kind of important, we're talking about  
12 recreation here today. What I want to do is give you  
13 a little bit of an insider's view of how the park is  
14 structured and how we operate.

15 The superintendent and an immediate  
16 staff is in charge of the park, and we have got five  
17 divisions. Going from the largest to the smallest is  
18 the maintenance division that takes care of all of  
19 the infrastructure that we have and does the planning  
20 that we have for major projects.

21 The resource and visitor protection  
22 division is our law enforcement, search and rescue,  
23 campgrounds and initial attack on forest fires.

24 Resource management and science that I  
25 have highlighted here in red is the division that I  
1 am over. I will get into more of that in just a  
2 second.



3                   Resource education division deals with  
4   the communication with the public. The  
5   administration division does what you would expect an  
6   administration division does, all the  
7   behind-the-scene work.

8                   But we really do need to count our  
9   partners and volunteers. If we add up their  
10   contributions to the park, including donations that  
11   are given to the park, it's about a fourth of our  
12   support that comes from partners and volunteers and  
13   the support that they provide.

14                  My division, resource management and  
15   science, deals with natural resources, and that  
16   includes management of wildlife, of fisheries,  
17   vegetation, monitoring of air quality, fire  
18   management and use. We have a prescribed burning  
19   program, inventory and monitoring, including this,  
20   All Taxa of Biodiversity Inventory, and cultural  
21   resources.

22                  Let me go back one slide. You notice  
23   that something is missing here. We don't have a  
24   recreation division. It's cared for throughout all  
25   of these, but it's not administratively separated out  
1   like that.

2                   The next division I wanted to talk  
3   about is resource education. This is the one that  
4   comes in contact with the public the most. We have  
5   three year-round visitor centers and reach about  
6   2,000,000 visitors a year. This is out of nine to  
7   10,000,000 people that come to visit us. We support  
8   three other visitor centers on a cooperative basis.  
9   We do about 160 walks, talks, and tours per week.

10                  We have about 12,000 students annually  
11   that deal with our parks-as-classrooms group and  
12   environmental education is the Smoky Mountain  
13   Institute at Tremont, which is a residential  
14   environmental center that we have in the park.

15                  There's also another one called a  
16   learning center that is just getting underway at a  
17   place called "The Purchase" in the southeastern  
18   corner of the park. What that does is integrate  
19   researchers and students together for a very  
20   interesting kind of experience inside the national  
21   park.

22                  Resource and visitor protection is  
23   among the largest law enforcement and emergency  
24   medical service workloads in the service. We deal  
25   with felony crimes, with misdemeanors, drug cases,

1 drunk driving, motor vehicle accidents, emergency  
2 responses. We average about six fatalities a year in  
3 the park. Search and rescue operations, about 50 to  
4 70.

5 And then more recently we have got the  
6 homeland security issues with various  
7 responsibilities that go along with that. Quite a  
8 few of our federal law enforcement officers are  
9 pulled away on assignments that deal with homeland  
10 security, which, of course, affects what else goes on  
11 in the park.

12 We have got major planning issues  
13 going on, including Cades Cove, how do you manage all  
14 of the people that go back in that area, the most  
15 popular place in the park. We have got the Elkmont  
16 Historic District, which is on the National Register  
17 of Historic Places, but the place is kind of falling  
18 down, it needs some maintenance done, and we need to  
19 know what to do with it. Our management plan says we  
20 should take it away, but, yet, it's an area that's a  
21 historic landscape. What do you do with that?  
22 That's a complicated issue.

23 In 1943 there was an agreement to  
24 build a road along the north shore of Lake Fontana,

25     which has never happened.  We're currently involved  
1     in an environmental impact statement that's going to<sup>50</sup>  
2     address that issue, not necessarily to build the  
3     road, but to find some kind of resolution to this  
4     60-year-old issue that we have been dealing with.  
5     And there's also the environmental consequences of a  
6     proposed lands exchange with the Eastern Band of  
7     Cherokee Indians.

8                     All of these, you're probably familiar  
9     with NEPA and the planning process that you go  
10    through here.  I won't touch on that too much, but  
11    each one of these is in a different phase.  The land  
12    exchange is almost ready for a decision on what will  
13    happen with that.  Cades Cove and Elkmont Planning  
14    we're kind of in the middle.  North Shore Road, we're  
15    just beginning to deal with that.  Most parks, if  
16    they would handle one of these, it will be considered  
17    quite a load.  We have got four of them going on at  
18    the same time.

19                    I did want to mention an environmental  
20    threat, an insect pest called the Hemlock Wooly  
21    Adelgid.  We first found that last year.  Now we now  
22    about 60 sites in the park where these occur.  Okay.  
23    An insect pest, what's the big deal?

24                   The big deal, all you have to do is go  
25   up and look at Shenandoah or Delaware Water Gap, and  
1                   in those sites this little pest, which is about the<sup>51</sup>  
2   size of a head of a pin, has decimated about 80  
3   percent or more of their Hemlock forest. The hemlock  
4   forest support a lot of other organisms. We figure  
5   there's about 120 bird species, I think it is, that  
6   have some kind of activity going on with the  
7   hemlocks. They are -- they grow around the rivers  
8   and the creek and they tend to keep them cooler in  
9   the summer and warmer in the winter. If those go  
10   away, it's going to affect our fish species and very  
11   aquatic organisms, and we are frankly very concerned.

12                   There's some controlled strategies  
13   that are going on. If you're doing it on a limited  
14   basis, areas where -- like in the campgrounds, picnic  
15   grounds you can use insecticides and soaps, but you  
16   can't do that when you have got a half million acres  
17   to deal with. We have got about 5,000 acres where  
18   hemlock is the dominant species, and over that we  
19   have got hemlocks all over the park where they are  
20   less dominant.

21                   The little cotton ball things that you  
22   see there are -- is the Hemlock Woolly Adelgid, and

23     fortunately there's a bug that eats those called  
24     Pseudoscymnus tsugae. It's a biological control, but  
25     you just can't go down to Wal-Mart and ask for a  
1     couple thousand of those. You have to grow them 52  
2     yourself.

3                     We're involved in a regional effort,  
4     not just the park service, but all of our neighbors  
5     are pulling together to try to create enough of these  
6     beetle rearing labs so we can use that on a landscape  
7     scale, and that's as much as I am going to talk about  
8     that because I know you want me to get into  
9     recreation.

10                    Smoky Mountain recreational  
11     Opportunities, about a third of the U.S. population  
12     lives within about a ten-hour drive of this area,  
13     that's probably the reason that the Smokies is the  
14     most popular park just because it's so easy to get to  
15     for the largest part of the population that we have,  
16     in addition to the spectacular scenery and resource  
17     that we have. And it's not hard to get to.

18                    The recreational opportunities attract  
19     people to live in the region and enhance the quality  
20     of life. We're getting a lot of retirees coming to  
21     this area just because of its beauty. The resources

22 that we have are what you would expect in a large  
23 national park, fishing, biking, camping, hiking,  
24 picnicking, horseback riding, water activities,  
25 photography, and just plain relaxing. It's a  
1 wonderful place to go for vacation, and it has been 53  
2 for a long, long time.

3 The infrastructure that we have is  
4 quite considerable. I starting adding these things  
5 up, we have got 384 miles of roads to deal with, ten  
6 campgrounds with over 1,000 sites, nine picnic areas  
7 with about 1,200 sites, 800 miles of trails, 16  
8 shelters and 84 back-country campsites, 77 historic  
9 structures. And depending on how the Elkmont  
10 Environmental Impact Statement decision goes, we  
11 could add another 49 to that. There's 151 cemeteries  
12 that we know about. There's probably more in there  
13 that we don't know about. There's 342 non-historic  
14 buildings, 42 water systems, and 19 sewer systems.  
15 It's like a county, like a county government. If you  
16 add all of this stuff up it's like a medium size city  
17 with the law enforcement, the visitation, the  
18 infrastructure that we have, it's a big deal.

19 The educational offerings, when you  
20 start adding these up they're quite considerable,

21 too. We've got the visitor centers, over 2,000  
22 educational programs that we deliver a year, two and  
23 a half million formal visitor contacts a year, and  
24 I'm talking about people that come to the visitor  
25 centers and that kind of thing. People that talk to  
1 the maintenance folks out on the trails and the 54  
2 overlooks are not counted in this.

3 There's 81 special events per year.  
4 There's always something going on in the Smokies.  
5 There's almost 450 community programs going on every  
6 year. The website hits, I asked our web master and  
7 she said there's about 4,000,000 that we get a year.  
8 And a number of non-personal services or contacts,  
9 this could be by our wayside exhibits, by our  
10 publications and things like that.

11 My division does a weekly newsletter.  
12 We have got a mailing list of about 1,600, and those  
13 are people that I have contacted through the course  
14 of my career here that are just plain interested in  
15 the park. Every week we send out something that says  
16 what's going on with resource management and science.  
17 I added that up, and that's about 75,000 contacts a  
18 year just through that.

19 If any of you are interested in being



20 put on that mailing list, please give me your e-mails  
21 and I will do that or you can find it also at our web  
22 site for the Smoky Mountains, it's put on there.

23 Visitor use statistics, we get nine to  
24 10,000,000 visitors a year. This is the busiest park  
25 service area that has the designation of national  
1 park. Blue Ridge Parkway is higher than we are, I 55  
2 believe Natchez Trace is too, but this is by far the  
3 busiest national park in the system.

4 There was a study that was done a  
5 couple of years ago that looked at what do people do  
6 when they come here. Over half of them stay in the  
7 hotels in gateway communities. There's one place  
8 that you can consider as a hotel or lodge inside the  
9 park, LaConte Lodge, but you have to hike up to get  
10 to that. We don't have any hotels per se inside the  
11 park like they do in the large western parks.

12 Twenty-two percent are non-local day  
13 visitors, which non-local means not in the counties  
14 that immediately surround the park. Fourteen percent  
15 are local day visitors and 11 percent are campers. I  
16 mentioned before that Cades Cove could be one of the  
17 top ten national parks for visitation.

18 The season keeps getting longer, late

19 March through New Year's. In fact, there's only a  
20 period of, say, January and February, which are our  
21 slowest seasons of the year. Christmas to New Year's  
22 is our busiest week of the year, as it turns out. So  
23 it's turned into a year-round park.

24 The annual visitation, I looked at  
25 those statistics, and it's been roughly stable since  
1 1993 with some fluctuation. We hit 10,000,000<sup>56</sup>  
2 visitors for a couple of years, 1988 and '99, I  
3 believe it was, and it's gone back down to about  
4 9,000,000 and change since then.

5 The economic impact of the park on the  
6 local economy, there was a study that was done by  
7 Professor Dan Steins at Michigan State University and  
8 some of his cooperators. I know you-all work with  
9 budgets. There's any number of different ways to  
10 slice a budget and look at how the impacts are on the  
11 economy.

12 The study that was done for here shows  
13 that we've got about 13,500 jobs full-time and  
14 part-time that relate to the park being there, \$850  
15 million in sales to visitors to the park, \$325  
16 million in personal income. What they are talking  
17 about is my salary, although, it doesn't approach

18     \$325 million by any means, but you add them all up,  
19     the park service people and the people that work  
20     around the area and that kind of thing adds a lot to  
21     personal income, and of course, that circulates  
22     through the economy. And probably the most important  
23     figure is \$507 million in value added, and these are  
24     dollars that are added to the region because the park  
25     is there. That's different than the 850 million  
1     because not all of the money in sales stays there. 57

2                     If you buy a pen at the Hard Rock Cafe  
3     in Gatlinburg, some of that money goes back to China  
4     where the pen was made, some of it goes to the  
5     regional headquarters, but some of it stays in the  
6     area. So the \$507 million is probably the best  
7     figure to look at.

8                     One thing in my position as chief of  
9     resource management and science that I like to point  
10    out is although we're the most visited park in the  
11    country, 95 percent of our visitors stay on 5 percent  
12    of the park, and that's the developed area that you  
13    have there. It's the area around the Gatlinburg  
14    area, around the Cades Cove and on these major roads  
15    that go through here.

16                    But if you take a look at this area

17 right through here there's some big open areas that  
18 are accessible only by trail, this part of the park  
19 here was proposed for wilderness designation. It is  
20 not a designated wilderness, but it could be. It's  
21 got the qualifications for that, and we manage it as  
22 if it were a wilderness. So we don't have to allow  
23 any kind of motorized vehicle use except by special  
24 exception, which has to be approved by the  
25 superintendent, and it has the qualities and the  
1 characteristics that you would find as wilderness. 58

2 So the park, although it is the most  
3 visited national park, has nine or more million  
4 visitors a year, it's also a refuge for biodiversity.  
5 We have got 2,000 black bears that live in the park.  
6 We have got possibly as much as 100,000 species.  
7 We're finding species new to science all the time.  
8 We have got threatened and endangered species all in  
9 the most visited national park in the system.

10 So to summarize, to address  
11 specifically the points that I was asked to address,  
12 the role of the Smokies, I would say it's the  
13 keystone for outdoor recreation attraction in East  
14 Tennessee were one of nine national parks that's both  
15 an international biosphere reserve and a world

16 heritage site, nine out of 388 national parks in the  
17 system, and we're one of them.

18 What's driving the role is the  
19 resource, the scenic beauty, the natural and cultural  
20 resources, the infrastructure that we have, and also  
21 the gateway communities are becoming a very  
22 significant attraction. The casino in Cherokee is  
23 the most visited attraction in Western North  
24 Carolina, something to think about.

25 The factors that influence our  
59  
1 decisions, the first one has to be resource  
2 protection, that's our mandate, but also the  
3 available financial and personnel resources. There's  
4 only so much we can do. We have taken on a terrific  
5 amount of activities that maybe we didn't need to,  
6 but because of the demands of the public, because of  
7 the support that we have from the public and  
8 Congress, we are able to do a lot of things that we  
9 wouldn't be able to do with just our base budget.

10 And then the needs, and these can be  
11 expressed with how visitors want to use the area,  
12 needs that the staff has brought up that needs to be  
13 addressed, and those kinds of things.

14 The strengths, once again, I have to

15 point to the resource, the public love of the park,  
16 the dedication of employees and variety and extent of  
17 offerings.

18 Let me talk a little bit about the  
19 employee dedication. When I first came to my  
20 division, as a new manager I started looking for,  
21 well, what are the problems? Do I have personnel  
22 problems? Do I have people that need to be brought  
23 into line and that kind of thing?

24 I found that was not the case, that  
25 the best thing I could do is throw a bucket of cold  
1 water on people occasionally and get them to slow 60  
2 down. The burnout was the more significant problem  
3 rather than anything else. We have got a  
4 terrifically dedicated group of people. They come in  
5 in their jobs and they will stay there for years and  
6 years, and we have very little turnover. So that  
7 would be one of the strengths I would say of the  
8 Smokies.

9 Some of the lessons learned, protect  
10 the resource is an obvious one. Friend raising,  
11 which is a term that I hadn't heard until I got here,  
12 is very important. We have a friends' group and we  
13 have a Great Smoky Mountains' Association. Certainly

14 they raise money for the park, but they also raise  
15 constituents and supporters for the park. That's a  
16 great strength that we have through our partnerships,  
17 through our friends.

18 We're doing some very innovative  
19 things also in the park. We have the All Taxa  
20 Biodiversity Inventory, which the first successful  
21 one is started here. There was another one tried in  
22 Costa Rica that did not work out, and that's now  
23 being copied in several other parks in the system.

24 Learning centers where you bring  
25 together researchers and school age kids together  
1 first started here, and that's being spread in other <sup>61</sup>  
2 parts in the system, too.

3 We have a program called, Experience  
4 your Smokies, where we specifically target community  
5 leaders, we have got people lined up to do that, and  
6 that program has started to be copied other places,  
7 too. Then the partnerships that we have in every  
8 division just to get things done is really wonderful.  
9 So those are some of the lessons that we have  
10 learned.

11 Challenges would be threats to the  
12 resource, such as the Hemlock Woolly Adelgid, that's

13 the one that scares me the most right now. Budget  
14 limitations, we're getting by. We could use a lot  
15 more money than we do have.

16 Gateway growth, part of that would  
17 relate to buffer zones for wildlife. I live just on  
18 the outskirts of Gatlinburg, and there's -- since I  
19 have moved here four years ago there's been quite a  
20 bit of development, including widening the roads and  
21 putting up, what do they call it, retaining walls.

22 When I first got here we had problems  
23 with bears in our backyard getting into the trash.  
24 Since these retaining walls have gone in I haven't  
25 seen a bear. So that just illustrates, you know,  
1 kind of a reduction in some of these buffer zones 62  
2 that we had historically in the park.

3 Lots and lots of visitors, we love  
4 them, that's one of the purposes of the park is to  
5 have people come and visit it, but they do need to be  
6 managed. We have got programs like trying to keep  
7 the animals, the bears specifically, and some of the  
8 deer at a distance in Cades Cove, and that's quite a  
9 challenge, let me tell you that.

10 I could tell you a lot more war  
11 stories, but I have run out of time here. I'll turn



12     it over to the next speaker, and then after that we  
13     will have a chance for questions and answers.

14                     Thank you very much.

15                     MR. BRUCE SHUPP: Thank you, Larry.

16     Doug Byerly is our next speaker. He's the forest  
17     recreation program manager and landscape architect on  
18     the Cherokee National Forest.

19                     Doug.

20                     MR. DOUG BYERLY: I will add a little  
21     bit of the background for you-all because coming to  
22     the Cherokee National Forest for me has been like  
23     coming home.

24                     I grew up in Knoxville, Tennessee. I  
25     stayed all my life here until I graduated from the  
1     University of Tennessee and then went to Louisiana     63  
2     State to study landscape architecture.

3                     Then I went out to Oregon and worked  
4     in the Blue Mountains on some projects with your  
5     institute you're talking about, then went over --  
6     bounced over to the Dechutes National Forest where  
7     the Army Corps of Engineers had lots of lakes and had  
8     quite a flat water recreation program there.

9                     And then I got a little bit homesick,  
10     ready to come back, went to private practice in North

11 Carolina, and then got back into public service in  
12 Virginia, finally made it to the Tennessee watershed  
13 on the Clinch Ranger District and Mt. Rogers National  
14 Recreation area, and then I had the opportunity just  
15 about a year ago to come back and work here in the  
16 Cherokee National Forest. So it's great to be here  
17 and I really enjoy the role that I have been given.

18 Growing up here in East Tennessee my  
19 family had a pop-up camper, had a boat, and we spent  
20 a lot of time recreating outdoors. We went to the  
21 Smokies, I've got lots of stories there, and the  
22 Cherokee National Forest, but we spent most of our  
23 summer weekends on Watts Bar Lake, I would say the  
24 majority of our weekends there.

25 We were skiing, camping, fishing, and  
1 doing this thing called the zip sled, just a big, old<sup>64</sup>  
2 piece of blue plastic that just beats you behind the  
3 boat until you're black and blue, but, you know, we  
4 laughed a lot and we had great memories.

5 And I share that with you because our  
6 chief came down to Cleveland last January and we had  
7 a group together about recreation and we asked him a  
8 few questions and he paused for a minute and he said,  
9 you know, recreation -- in recreation we're kind of

10 in the memory-making business. I thought that was  
11 kind of an odd statement at the time, but when you  
12 think about it and what I have shared with you  
13 already I believe the forest service and all of us  
14 are kind of in that memory-making business when it  
15 comes to recreation, because I certainly have great  
16 memories of recreating on public land and public  
17 water, whether it's TVA or in the Smokies or in the  
18 Cherokee National Forest.

19 When I came down to Cherokee last year  
20 the timing for me, I thought, was really good for  
21 three reasons. The first reason is we have just  
22 gotten through issuing our draft -- if you want your  
23 own personal copy, you know, I won't read this to you  
24 this morning, but we have our draft forest plan  
25 that's a land management resource management plan  
1 that we issued back in the fall. 65

2 So I got here in August. I got to do  
3 a lot of the drafting of this and getting the details  
4 down, but it represents over a six-year process of  
5 which I am kind of glad to be on tail-end instead of  
6 burnout thing you're talking about because there was  
7 a tremendous effort coordinated between five forests.  
8 And we are now responding to comments about this, and

9       some of the key issues are recreation use.

10                   We have got comments -- the comment  
11       period ended in July, and the forest received over  
12       700 letters, over 4,000 comments specific, over  
13       12,000 comments on the five national forests that are  
14       going through, a lot of which the issues transcend  
15       the boundaries, that's why we kind of had a united  
16       effort on this whole thing.

17                   So actually today if I wasn't here I  
18       would be responding to those comments on a  
19       spreadsheet. So this is actually a pretty good  
20       option for me to be up here this morning instead  
21       of -- it's a break from the PC.

22                   I will leave this with you. We do  
23       have it on a CD. And as I say, it's a draft, but it  
24       will share some of the issues that we're dealing  
25       with. I will talk a little bit about it later.

66

1                   The second reason is our region, the  
2       southern region, has been going around to each  
3       national forest, the recreation program director  
4       there in region VIII and doing -- facilitating  
5       something called a recreation alignment workshop.  
6       It's probably going to sound similar to what you-all  
7       are kind of embarking on, in that each forest needed

8 to kind of wake up and focus the limited resources on  
9 what really is of the most public value, what we have  
10 to offer. And so that happened in January, and  
11 that's when the chief came down, not necessarily for  
12 that, but he was in town for something else and  
13 that's when he stopped by to talk to us. That went  
14 on in January.

15 And then this year we are starting  
16 the -- kind of the next phase of that and doing a  
17 developed facilities review. And that developed  
18 facilities review is going to visit all 90 of our  
19 developed sites and look at, okay, this was great  
20 when the CCC built it, but there's nobody using it  
21 now. We may maintain it for cultural reasons, but  
22 this is not what people are doing.

23 Other sites, a lot that I recreated on  
24 as a kid now are just kind of the party sites, you  
25 know, do we really -- maybe we should deinvest in  
1 this, maybe we should decommission this. Then other  
2 sites are hot, concentrated use areas that are  
3 unmanned recreation areas, which ones should we  
4 invest in. So it's kind of like your question, what  
5 should we emphasize and what should we de-emphasize,  
6 and it really hits where we're going to put our

7       limited deferred maintenance dollars that come down.

8                       So those are the three things that are  
9       hitting right now. So by the time I finish my second  
10      year, I think we will have a really good, large  
11      picture for me, as a program manager, to make some  
12      good decisions. They will be tough. Hopefully we  
13      can make them in a way that's cooperative with other  
14      agencies, and I will kind of get on to that.

15                      But this morning -- you can turn that  
16      on. This morning I would like to share with you one  
17      goal that was as written in this draft, and it's not  
18      going to change for recreation. The goal, I think,  
19      is the most comprehensive we have for the Cherokee  
20      National Forest. It has about four points. If I  
21      could share those with you, share a little bit about  
22      the tools that we have used to help us implement and  
23      that we will implement and refine over the next 10 to  
24      15 years as we meet these challenges, I will take it  
25      as far as I can go, but then I will just let you-all  
1      ask questions about it because it's -- you could talk<sup>68</sup>  
2      up here all day, and I would if you let me.

3                      Just kind of a brief overview, we are  
4      the USDA Forest Service, not the Forestry Service,  
5      not the Fish and Wildlife. We get -- I think people

6 in my own family think I work for some of these other  
7 agencies, but, you know, it's mostly important to me  
8 than anybody else.

9 We cover about three -- close to  
10 640,000 acres in East Tennessee, and we're divided in  
11 two by the Smoky Mountains. So we don't have just a  
12 good connected block of land. We've all acquired --  
13 it's all private land that's been acquired in tracts.

14 The way it was acquired in the north  
15 end is a lot different than the south end, where the  
16 south end had big land holdings from timber  
17 companies, we got big chunks of land. On the north  
18 end it was a lot different, a lot more fragmented the  
19 way we got our land up there to manage.

20 We're managed, as George said, kind of  
21 as a multiple use. It was the Multiple Use Sustained  
22 Act that recognizes recreation as a resource to  
23 manage on equal footing with a lot of other resources  
24 that we are challenged and mandated to manage. And  
25 as I said before, the Revised Land Resource

1 Management Plan will be completed this year, as we  
2 have been instructed. It will be a close call.

3 So here's the goal I want to share  
4 with you, and I will kind of throw it out there in

5 four sections. The first is to provide a spectrum,  
6 and I think that's a key word, spectrum, of high  
7 quality, nature-based recreation settings and  
8 opportunities.

9 We talked about being in the  
10 memory-making business. Well, people can make their  
11 own memories and they can make their own experiences  
12 based on what food they bring to the campsite or if  
13 they run out of food or if it rains, you know, we  
14 can't control all of that. What we do manage are  
15 settings and opportunities. And obviously, TVA has a  
16 premiere setting, flat water, great rivers, and  
17 that's why you-all have recreation on the agenda  
18 today, I'm sure.

19 The spectrum that we're talking about,  
20 and I will get on to that a little bit more, but it's  
21 called, The Recreation Opportunity Spectrum. It  
22 recognizes that people want to have wilderness on one  
23 end and a back-country experience, and they are just  
24 happy with a shovel and roll of toilet paper on one  
25 end of that spectrum and on the other end they want  
1 highly developed -- as you say, 5 percent -- most  
2 people don't get off and want anything but a flush  
3 toilet with some heat in that restroom, and that's



4 another part of that spectrum. So we try to manage  
5 and provide opportunities across that whole spectrum.

6 Okay. The next part is that -- this  
7 spectrum needs to reflect unique or exceptional  
8 resources of our forest and the interest of the  
9 recreating public. So we need to define as a forest  
10 what is unique or of exceptional value, and that's  
11 what we did with our workshop. I will talk a little  
12 bit more about that.

13 Environmentally sound and financially  
14 sustainable basis, we've talked about sustainable.  
15 This is where the hard work comes in. This is what's  
16 tough. It's easy to talk about the others, and  
17 that's what we have been doing this last. Now it's  
18 time for us to kind of figure it out.

19 The last part is kind of similar,  
20 adapt management of recreation facilities and  
21 opportunities as needed to shift our limited  
22 resources to those opportunities, and that's what we  
23 will be doing with these developed facilities review.  
24 We're going to have to really ask some hard questions  
25 and figure out what we want to do.

71  
1 So let's look at the first part. This  
2 spectrum of high quality, nature-based settings and

3 opportunities, we use a thing called, The Recreation  
4 and Opportunity Spectrum. I don't know if other  
5 agencies have employed -- Mark, you may know about it  
6 with the forest -- with the university, but we have  
7 what we call this opportunity spectrum.

8 I will leave with you. It's kind of a  
9 poster that talks about everything from primitive  
10 wilderness all the way to an urban environment. And  
11 if you went down there along some of our facilities  
12 and came across toilets, that would be a good example  
13 to use, you will see a picture of a shovel and a roll  
14 of toilet paper, and that's what we do in one part of  
15 the spectrum.

16 As you get across the spectrum you may  
17 have a privy with a little wooden screen around it  
18 out in the middle of nowhere, it's just a pit toilet.  
19 Then as you get a little bit more domestic or  
20 whatever you might find a two-holer toilet that's  
21 nice, what we call SST, it stands for sweet smelling  
22 toilet. You know, I don't know if people would call  
23 it that or not, but it's a highly technical thing  
24 where the riser is one way, the vent in the door and  
25 the stack on the outside, you will see these going up  
1 the TVA corridor and these others, these big stacks,

2     and it's all about heat and getting the stink up in  
3     the air and -- but that's kind of in the middle of  
4     our spectrum, and then we have our urban where we  
5     have actually a flush toilet. So, you know, I never  
6     thought toilets would be my bread and butter, but  
7     it's kind of the way it is when it comes to the  
8     forest service. The park service knows about that a  
9     little bit, too.

10                     So we have wilderness. Our primitive  
11     setting is what we call -- we don't truly have it.  
12     As a matter of fact, in the east, the Smoky Mountains  
13     is really the only primitive real -- that meets our  
14     forest service definition of primitive, the Smokies  
15     have it, we do not, but we do manage for wilderness,  
16     which under this plan we will have about 14 percent  
17     of our land base in this designation.

18                     The next one is a semi-primitive,  
19     non-motorized, that's 11 percent, that's more of a  
20     remote back country. You're probably about a half  
21     mile or greater from the road. It's in blocks of  
22     2,500 acres or more. It gives people a sense of  
23     solitude. It gives people a sense of independence  
24     and away from the noise. This is probably the one  
25     thing that we can provide that a lot of other federal

1 agencies cannot provide, just simply because of our  
2 land base.

3 The next two, road and natural is  
4 those areas that are within the half mile of a road.  
5 And remote road and natural is somewhere in between  
6 the semi-primitive, non-motorized and the road and  
7 natural.

8 If you-all are familiar with Roane  
9 Mountain, you go up there, a lot of people like to  
10 venture away from the road. So you get up there and  
11 you have a road of natural experience, but we then  
12 try to transcend you into a more remote road and  
13 natural or a semi-primitive experience, but you're  
14 still within a half mile of your vehicle and you have  
15 a nice pit toilet to use. So that's one of them.

16 The last one is rural, that's as urban  
17 as we get. We don't go all the way to urban. It's  
18 really just our developed rec sites. The Ocoee  
19 Whitewater Center down on U.S. 64 is probably our  
20 most developed site or it is our most developed site  
21 on this spectrum.

22 So that's the tool, that's forest  
23 wide, that's our tool that I use. And when you  
24 divide a large chunk of land into those

25 opportunities, that does a lot of our rec planning 74  
1 for us because it tells the managers on the ground  
2 what level is the facility. So when we get \$100,000,  
3 that doesn't necessarily mean we go paving and  
4 putting in plumbing and hook-up for water, that may  
5 mean we work really hard to provide infrastructure  
6 and get people to places where there's a trail or  
7 something that's built there. It just protects the  
8 resources in a way that looks still natural.

9 To get to the second part of the goal,  
10 the parts that reflect or are unique are exceptional  
11 resources of our forests and the interest of the  
12 recreating public. See, this is what we used our  
13 recreational alignment workshop for. We worked,  
14 about 40 of us, for about a whole week. This was  
15 great. This was about three months after I got  
16 there. I got to meet everybody and talk to everybody  
17 for a while.

18 And we went round and round and worked  
19 to define what our niche in outdoor recreation was on  
20 the Cherokee, you know, what do we provide that maybe  
21 other forests in the west or even within our own  
22 region can't provide. Then we developed a strategy  
23 or an outline to align our program with that niche.

24                   So to share a little bit about that,  
25   what is our -- what did we come up with? What was  
1   the answers? 75

2                   Well, we said our Appalachian Mountain  
3   setting provides year-round recreation opportunities  
4   that change with four distinct seasons. And it's  
5   gone close to year-round now, you're absolutely right  
6   there. You know, we usually have seasonal employees.  
7   Well, now we have needs all around. If it's not --  
8   if it's not at the lake, it's hunting season, it's  
9   cross-country skiing, it's something. People want to  
10   be out there. It's a temporal thing. It changes all  
11   the time, four times a year at least.

12                  Then this is where, I think, TVA --  
13   perk up your ears a little bit because it's no  
14   mystery that the abundance of water flowing through  
15   the mountains that we manage towards the Tennessee  
16   River has created some great places. We have got  
17   deep river gorges. We have got world class white  
18   water. We have got scenic waterfalls, premier trout  
19   streams, and we have got reservoirs with basically  
20   undeveloped shorelines for a lot of the area. This  
21   is South Holston Lake here up north.

22                  So these water-based mountain settings

23 are the most highly valued and heavily used areas for  
24 dispersed and developed recreation on our forest. So  
25 that pretty much sets us apart from other national  
1 forests. Yeah, I know there's a lot on the 76  
2 Nantahala, there's other lakes within there, but on  
3 Cherokee we want to focus in on how we can make the  
4 best public benefits in these settings because that's  
5 where people want to be. That's where people  
6 converge, where the water and the mountains come  
7 together. And that's where all our agencies converge  
8 is the same sort of place and our issues.

9 Let's get into the hard part. How do  
10 we do this on an environmentally sound and  
11 financially sustainable basis?

12 Well, we have got all kinds of tools  
13 we're trying to work with. We have got a couple in  
14 our bag that George doesn't have that he would like  
15 to have. One of them is the user fees. We do have  
16 fee demonstration projects. It comes with headaches  
17 and it comes with greater headaches when we try to  
18 make it inner-agency fees.

19 I tried to call the Smoky Mountains to  
20 try to figure out how they can get a golden eagle  
21 passport, a national park pass, updated the golden

22 eagle, and I've got -- it's hard for me to explain to  
23 the public. So I know it's doubly confusing for  
24 anyone trying to read it off a fee kiosk. It's  
25 tough. It's not easy, but we are getting a lot of  
1 results on the ground with user fees. Eighty percent<sup>77</sup>  
2 stays on our forest and we're spending it on deferred  
3 maintenance.

4 The outfitter guides, there's a lot of  
5 things we obviously can't provide that outfitter  
6 guides do. I am not guiding anyone down the river  
7 today, nobody in our office is, but we do have people  
8 that won't experience that, won't have that adventure  
9 unless we have these people in place to do that.

10 We have got to review our services.  
11 This little hut over here, that is on South Holston  
12 Lake. I was camping up there a couple of weekends  
13 ago. It was a new facility to me. I was realizing  
14 how many thousands of dollars it takes for us to  
15 provide drinking water at this 72 site campground.  
16 It's up to \$20,000 a year, which is a lot of money  
17 when you don't have a lot of employees out there.  
18 They have to look at this daily just to keep it in  
19 line. And that doesn't even include the water that's  
20 used and then discharged back into South Holston



21 Lake.

22                   So we have got to say, you know, is  
23 this worth the experience that we're providing at  
24 that place? That's a hard question to answer. Of  
25 course, the district rangers and the people that are  
1 attached to this place, they don't want to see it go,<sup>78</sup>  
2 they want to see it get bigger.

3                   Then there's a toilet right there, the  
4 same place, review our facilities, this one is not  
5 accessible, but it's a great flush heated toilet. I  
6 mean, it's what a lot of people want, but it doesn't  
7 mean accessibility and it's 20 something odd years  
8 old.

9                   Do we spend all our money at this  
10 place to keep that experience going on South Holston  
11 Lake or do we need to put it in the Ocoee River or  
12 the Hiwassee River? You know, we have got a whole  
13 bunch of different places with a lot of priorities to  
14 address.

15                   Now, to adapt management of  
16 recreational facilities and opportunities as needed  
17 to shift limited resources to those opportunities,  
18 what we have got to do now and this is what -- you  
19 know, as a landscape -- I am in a great position,

20 because being a landscape architect, this is the part  
21 I get to take these conceptual ideas and put them on  
22 the ground, and that's what I was trained to do. So  
23 it's a great match to be where I am with the  
24 Cherokee.

25 We have got to identify and prioritize  
1 our destination areas for outdoor recreation on the  
2 forest. Some of these are back country areas. Some  
3 of them are shoreline areas. Some of them are  
4 rivers. And we have got to -- after we went through  
5 our workshop, we realized like looking at Ken  
6 Cordell, who's going to do some sort of presentation  
7 later, he -- a lot of that research gets us into the  
8 national visitors' use monitoring, which the  
9 University of Tennessee helped get that. We have  
10 tried to bring all of this information in and figure  
11 out what we -- what activities we need to emphasize  
12 or de-emphasize based on some information and what's  
13 a good match with our conservation policy.

14 What we came up with was about five  
15 different things. Sightseeing, driving for pleasure  
16 is the big one. That's what everything and everyone  
17 is going. And we do a pretty good job with that, but  
18 our information is not all that great.

19 I brought everybody a copy of this.  
20 It's our Cherokee Journal. It will show you some  
21 maps and some opportunities that we are promoting.  
22 We need to update this again, but I brought everyone  
23 a copy, if you would like. Anyone in the public can  
24 have that.

25 Sightseeing, water-based recreation,  
1 trails, we have over 700 miles of trails that go 80  
2 right into the Smoky Mountains and tie into some  
3 other systems. Camping and wildlife, either viewing  
4 or hunting.

5 We do have -- our whole forest is the  
6 largest wildlife management area for the state. Some  
7 of our key species would be black bear, grouse, wild  
8 turkey. So that's what we're trying to focus on.

9 Now, how do we make the most of all of  
10 this?

11 Well, you-all say it best. When I  
12 heard I was coming here, I think, Terri, you showed  
13 me this web site about your board. You know, when I  
14 looked under it, this is what it said. I said, well,  
15 this is great. This will come up because we share a  
16 lot of resources.

17 And this is what you-all have put for

18 in making the most of our shared resources. Here's  
19 the Ocoee River, obviously a shared resource.

20 How can we work together to make it  
21 the best?

22 Obviously the answer is through a  
23 cooperative effort at all levels of management. I am  
24 at a certain level. There's a ground level. This is  
25 my first time to hover above the ground and see kind  
1 of a bigger picture, but, you know, it's important<sup>81</sup>  
2 that we work at all levels. There's levels way above  
3 me that I hope I probably don't ever understand what  
4 all happens because I will probably get burned out.  
5 This is on Watauga Lake. What we have to do together  
6 is visualize success for recreation.

7 Is this a picture of success for TVA  
8 as well as the forest service?

9 Does this facility -- it's not much,  
10 but we do charge a fee for it. Is this how we want  
11 to visualize success?

12 As we build money for that, you know,  
13 what do we need to provide here to give people the  
14 best public value on the Watauga Lake?

15 It can't be this. You know, you-all  
16 have seen Far Side, and it happens. It happens in

17 our old agency, you know, they're supposed to do  
18 this, they're supposed to do that, it's their  
19 problem, and it happens interagency and it happens on  
20 the news every night as you see the fingers get  
21 pointed.

22 But you know, no public value comes  
23 out of that, because if I have learned anything, this  
24 thing -- this shield is probably most important to  
25 me. When they get down on the Ocoee River or they  
1 get in the Smoky Mountains, you know, they call us 82  
2 the park, they call -- even in the Forest Service,  
3 it's the Tellico district, it's the Watauga district,  
4 you know, we divide it like people are coming to the  
5 Watauga district, no, they're not. They are just  
6 going out there to have a good time and make good  
7 memories, and they don't care -- they don't even  
8 understand -- I barely understand all of the  
9 interagency relations. So try to get away from this  
10 and kind of look forward.

11 And just some thoughts that I was  
12 thinking about is, you know, get on the ground. We  
13 take South Holston Lake, for example. We identify  
14 our shared recreation settings and opportunities in  
15 the field. As I went out there, it was getting

16 twilight, but I stopped at some of the TVA  
17 facilities, gosh, I wish ours look like this. Man,  
18 they are having a good time. This is a high classed  
19 way -- I didn't see all of your facilities. You  
20 probably have some, if you're taking a tour, that you  
21 would probably put on the tour and some you wouldn't  
22 put on the tour.

23 But, you know, we get out there and we  
24 define what's our agency's policies able to do best?  
25 What -- where's our flexibility to help get  
1 on-the-ground results? You know, understand at least 83  
2 the different agency roles, maybe set our priorities,  
3 and implement things on the ground, and then  
4 recognize our contributions so that everybody still  
5 feels good that they are a part of that. The public  
6 is not really going to understand the differences,  
7 but it is important that we do.

8 I will kind of close with this. This  
9 came from the region. It's what they are holding me  
10 accountable for for our recreation program. This is  
11 how I have to do all of that reporting based on this.  
12 It's achieved customer satisfaction. That's why we  
13 have the national visitor use monitoring and that's  
14 why we have our comment cards. We're trying to make

15 better strides with that, be financially sustainable,  
16 be environmentally sound, and improve our operational  
17 effectiveness, those are the four tenants, I guess,  
18 that we're dealing with right now.

19 I'll close with this picture because I  
20 just love the expression on the little girl's face,  
21 you know. This is at the Ocoee Whitewater Center.  
22 They are telling all kinds of stories, including the  
23 TVA story there as we deal with water. These are --  
24 this is -- you know, we have got good reasons to  
25 build on our success. It's the success of those  
1 behind us that have, managed. 84

2 And, you know, I am just real  
3 privileged to be a land manager now kind of in my own  
4 back yard. Someone told me the other day, said, you  
5 know, it's just more satisfying to do it in Tennessee  
6 than maybe even Oregon. I shouldn't say that, but it  
7 is in many ways because it means so much. It's kind  
8 of like taking care of your own kids versus someone  
9 else's kids, and that's the way I kind of look at it.  
10 That's why I'm certainly willing to be here today and  
11 talk with you-all and answer as many questions as we  
12 have.

13 So with that, I guess we can start our

14 panel.

15 FACILITATOR DAVE WAHUS: Would the  
16 panelists please come forward?

17 MR. BRUCE SHUPP: Thank you.  
18 Appreciate it. You've got to get over your shyness  
19 though.

20 MR. LARRY HARTMANN: Am I Bachelor No.  
21 1 or Bachelor No. 2?

22 MR. GEORGE TABB: At least you're not  
23 behind door three.

24 MR. BRUCE SHUPP: All right. Let's  
25 see. The questions. Julie.

1 MS. JULIE HARDIN: Yes. This is for <sup>85</sup>  
2 the Smoky Mountains. You did not mention in your  
3 wonderful spiel about the introduction of your otters  
4 and your elk and your wolves and so forth. I just  
5 wondered, where does that fall in the Smoky  
6 Mountains' priority and how is it coming? How are  
7 the elk doing and the otters?

8 MR. LARRY HARTMANN: That's a  
9 wonderful question. Thank you very much.

10 MS. JULIE HARDIN: You're very  
11 welcome.

12 MR. LARRY HARTMANN: I didn't mention



13     that because we didn't do that for recreation. We  
14     did that -- part of the mission of the park is to  
15     basically try to bring it back to the way it used to  
16     be before European settlement here.

17                     We know a lot about a lot of the  
18     species that were extirpated, that means that used to  
19     live here and no longer lives here. We have had five  
20     successful reintroductions and one that didn't work.  
21     The one that didn't work was the red wolves. We  
22     tried that and it just didn't happen.

23                     The elk are doing great. We have got  
24     over 50 that are in the park. We have had two groups  
25     brought in, one from Land Between the Lakes and one  
1     from Elk Island National Park in Canada. 86

2                     In about the last year or so there's  
3     been concerns about disease -- chronic wasting  
4     disease, which can be present in ungulates. Because  
5     of that, there's been some more crackdowns on what is  
6     allowed for transportation of these kinds of animals.  
7     I don't know if we're going to have another batch  
8     come in, but I also don't know that we need another  
9     batch coming in.

10                    I am delighted to report that there is  
11     some natural creation in the system. There are also

12 some parasites that are out there. My biggest  
13 concern is that we might have been too successful in  
14 this and have the population overrun, but it looks  
15 like there's checks and balances in the system and  
16 the population is slowly growing right now, which is  
17 what we wanted to see.

18 It turns out it's extremely popular  
19 with visitors. The elk were brought into the  
20 Cataloachie Valley area and that has turned out to  
21 have more than doubled visitation there. We're  
22 starting to see in some of the gateway communities  
23 advertisement that this is where you should come if  
24 you want to see the elk. The gateway communities  
25 love it. People are talking about our elk.

87

1 We had some concerns about how some of  
2 our neighbors would have felt, but our biologists did  
3 a marvelous job. A local guy knew how to talk to the  
4 local people and did so. We made some promises to  
5 local landowners that if the elk were a problem, we  
6 would come and take care of them. We have done that  
7 in every single instance and have built credibility  
8 because of that. So it's doing fine.

9 MS. JULIE HARDIN: How about -- well,  
10 when you say natural creation, do you mean birth

11 rate?

12 MR. LARRY HARTMANN: Yeah.

13 MS. JULIE HARDIN: How are the otters  
14 doing?

15 MR. LARRY HARTMANN: I believe they  
16 are doing fine. I don't have any specific  
17 information on that, but we have reintroduced otters  
18 there, and to the best of my knowledge, they are  
19 doing great.

20 MS. JULIE HARDIN: Thank you.

21 MR. BRUCE SHUPP: Any other questions?

22 MR. BILL FORSYTH: Do we have places  
23 where TVA and the Forest service are partnering right  
24 now?

25 MR. DOUG BYERLY: There are probably<sup>88</sup>  
1 more partnerships than I probably know at different  
2 levels. I know September 26 we're having a huge, I  
3 don't know what you call it, ribbon cutting on a  
4 couple of different things, but also where the Ocoee  
5 River is going to have more water put into it to  
6 support whitewater coming down by the Whitewater  
7 Center which helps -- certainly helps to have  
8 whitewater go by the Whitewater Center. Right now  
9 it's about, I'd say, about 20 days or so.

10                   But, you know, that's a whole history  
11   that I don't even carry with myself. My father is a  
12   geologist at UT or was. He's retired. We used to go  
13   down there and watch the progress on that project,  
14   but I don't have any of the personal knowledge.  
15   That's one, obviously the releases of whitewater, and  
16   I know Congressman Wamp will be down there for that,  
17   I will be part of that in some sort of way.

18                   As far as indirect, I know there's  
19   recreation opportunities. Just going around some of  
20   these different places where TVA has a facility, a  
21   TVA sign, and you'll see a Forest Service and TVA, I  
22   mean, jointly we're providing some recreation  
23   opportunities. I don't know if we're double --  
24   duplicating efforts, which if we are, you know,  
25   that's -- as we get into showing where we're going to  
1   put our limited resources, I want to know where those  
2   efforts are or where we could do them jointly and  
3   have personnel or whatever on the ground take care of  
4   different things if they are in the neighborhood,  
5   because there's a lot of other place in the Forest  
6   Service besides these river corridors that we need to  
7   provide people out there, cleaning toilets or doing  
8   whatever, providing information.

9                   So that's -- to answer -- I would like  
10   to know the answer to know exactly where are those,  
11   and I think that's kind of a challenge because I know  
12   we have turnover in our agencies. I hope to be here  
13   for a while, but I would like to know where those  
14   things are so we can plan them better.

15                  DR. KATE JACKSON: I will just add to  
16   that, if I can. Clearly the Ocoee is probably the  
17   most visible partnership, but all across the region  
18   there's lots of partnership on planning activities,  
19   in a couple of cases land swaps, looking for joint  
20   development and leverage of money for access points,  
21   clean-up opportunities, community outreach, all of  
22   those things. We try to work pretty cooperatively.  
23   I am sure there's room for improvement on that, but  
24   we're working hard on that.

25                  MR. LARRY HARTMANN: Yeah. I would  
1   say it's more about building on a good thing because <sup>90</sup>  
2   there's a lot of good things that have been happening  
3   in the past.

4                  MR. BRUCE SHUPP: Phil.

5                  MR. PHIL COMER: This is for Doug or  
6   the Forest Service. I am slightly aware of an  
7   earlier effort on the part of a fairly successful

8 marina on South Holston wanting to expand and needing  
9 to swap some land or something with the Forest  
10 Service.

11 What was your policy on that and how  
12 did that particular case turn out? Why -- what was  
13 the obstacle that did not permit that to go through?

14 MR. DOUG BYERLY: Well, I can't answer  
15 that one specifically. I am aware of -- it's the  
16 Laurel Marina, correct, I think?

17 Actually when I was up there at South  
18 Holston I was trying to search for it. There was a  
19 lot of different marinas. I was actually surprised  
20 at the development on the South Holston.

21 There were some capacity issues as  
22 well as some safety issues that I know Candace Alan,  
23 the ranger on the Watauga district, worked with. I  
24 think -- and I don't know the whole history. I tried  
25 to get hold of Candace before I got here today, but  
1 everybody's out fighting fires in the west in Montana<sup>91</sup>  
2 and now she's in D. C. So I am kind of stuck here  
3 with a microphone talking a little bit uneducated on  
4 the whole issue. I don't think the -- it's not  
5 resolved, is that correct? You may know just as much  
6 as I do.

7 MR. PHIL COMER: I don't know.

8 MR. DOUG BYERLY: It's not resolved,  
9 but there again, I think the person who was looking  
10 for the extra land, it was denied, at least at this  
11 point. They will be working through TVA or working  
12 with TVA, and I think the Forest Service and TVA  
13 coordinated it. I know they did before it was  
14 denied.

15 You look -- okay. So I am not sure  
16 where we are in the process, except that it's  
17 unresolved, and that's just an example of one issue.  
18 I mean, there's the public that can provide something  
19 that probably the Forest Service cannot. We can't  
20 run that type of marina. We have got to decide  
21 how -- what can we manage because that's the top of a  
22 funnel for a lot of dispersed recreation that comes  
23 across onto the Forest Service and develops more of  
24 the undeveloped shoreline.

25 MR. PHIL COMER: The reason I asked  
1 that particular case, that particular marina appears 92  
2 to me to be one of the best managed and one of the  
3 best developed quality marinas that I have seen on  
4 any of our lakes and not -- it's not a boat dock.  
5 It's not a run-down-at-the-hills type thing. It's a

6     quality operation and would be the sort of operation  
7     that I would assume the Forest Service and TVA would  
8     want to encourage. In this particular case, they  
9     needed a relatively small amount of Forest Service  
10    land to further expand and somehow it has not taken  
11    place. It's been going on for a couple of years.

12                   MR. DOUG BYERLY: A couple of years?

13                   MR. PHIL COMER: Yes.

14                   MR. DOUG BYERLY: I think it  
15    underscores the reason that TVA and the Forest  
16    Service and any other partners, we need to get  
17    together and say, what is -- how do we visualize  
18    success on the South Holston Lake? What is it we  
19    need to do? What can the public provide? What can  
20    we best provide to provide a seamless public value  
21    there as far as them getting in their boats, taking  
22    care of it, taking care of the shoreline?

23                   I would like to get up there  
24    personally and talk with some of those folks, because  
25    that's what we need to do. We have kind of gone  
26    through the forest plan level there and now we have  
27    kind of gone through the alignment. We have  
28    identified mountain water-based settings as the  
29    premier place. Now we have got to roll up the



5 sleeves and figure out how we can do it and how we  
6 can make the most of the shared resources. So that's  
7 just going to take communication.

8                   And that's -- if we want to set  
9 something up there at South Holston, I would be more  
10 than willing to come up there. And as a matter of  
11 fact, we could set a date, you know, to go up there  
12 and address it and really look at it holistically  
13 because there obviously were some issues that I am  
14 not completely aware of that turned into -- that  
15 denied expansion there.

16                   MR. BRUCE SHUPP: Miles.

17                   MS. MILES MENNELL: I just want to add  
18 a comment to that. It was denied primarily because  
19 of the Grassroots Advocacy. There was an enormous  
20 human cry from -- I lived very near there. There was  
21 an enormous human cry and opposition to the expansion  
22 of that marina primarily because it was felt by the  
23 general public that the lake was already  
24 oversaturated by recreational users and they were  
25 using -- people were losing the ability to really  
1                   enjoy it because there was just too much going on,  
2                   but I think it was interesting it was the Grassroots  
3                   Advocacy folks that got out there and really, really,

4 really worked against it.

5 MR. DOUG BYERLY: As I camped there I  
6 saw more T-shirts, "Clean up the South Holston Day."  
7 You know, there's obviously a real connection between  
8 people and place there. I assume that it was more of  
9 a capacity issue there as well.

10 So it will be good to get -- that's a  
11 whole -- when I was talking about identifying  
12 destination areas and figuring out what communities  
13 are attached to that, that's what we need to do in  
14 the Forest Service. We can't take these broad policy  
15 goals and then just try to get -- talk about one  
16 Laurel Marina. We have got to talk about it all  
17 across our whole recreation opportunity spectrum from  
18 Flatwoods all the way to Elizabethton in that  
19 corridor.

20 MR. BRUCE SHUPP: No more questions?  
21 Miles.

22 MS. MILES MENNELL: I have one. I  
23 thought it was interesting that you said that  
24 95 percent of the users in the Smoky National Park  
25 are located there in the Gatlinburg/Pigeon Forge area  
1 and that the rest of the park is only used by  
2 5 percent of people. I don't even know what my

3 question is exactly, except that you have Gatlinburg,  
4 you have Pigeon Forge.

5 MS. JULIE HARDIN: Cade's Cove.

6 MS. MILES MENNELL: I know. But you  
7 have these enormous recreation communities with the  
8 theaters and the malls and all of that stuff that are  
9 feeding people into the national forest, and I  
10 wonder, in fact, how many people just do a  
11 passthrough or how many -- and I'm not sure it's  
12 relevant, but how many people enjoy and understand  
13 the resources that the park has to offer. It sounds  
14 to me like it's a lot of passthroughs.

15 MR. LARRY HARTMANN: That wasn't  
16 exactly what I said or meant to say. I said that  
17 95 percent of the use was on the developed areas,  
18 which would include Gatlinburg, the visitors center,  
19 Cade's Cove, anywhere there's, you know, an asphalt  
20 road, that kind of thing.

21 Most of our use is in the part of  
22 recreation opportunity spectrum that's in the more  
23 developed area. A lot of our visitors are what you  
24 could call windshield tourists, and there's nothing  
25 wrong with that, going out there to see the beautiful  
1 scenery, to stop and take a few pictures, or maybe

2 not even get out of their car at all, but they  
3 certainly look when they are going through. If  
4 that's what they want to do, that's fine.

5 I'm not sure where to go with the  
6 question here, but like I say, most of the visitation  
7 is in the areas that have been developed, have been  
8 hardened to accept those kinds of uses. The large  
9 majority of the park, 95 percent, is in what we would  
10 call undeveloped or back country, which isn't the  
11 same as wilderness, that's a much smaller area that's  
12 operated as the wilderness.

13 MR. GEORGE TABB: I have a comment I  
14 would like to make.

15 MR. BRUCE SHUPP: George, go ahead.

16 MR. GEORGE TABB: The comment is that  
17 today among the federal agencies there's very limited  
18 resources available for recreation activities and  
19 improvements. I think that what we're moving towards  
20 in the federal community is more opportunities to  
21 work together jointly. Doug made a good point. He  
22 made -- his point was that the people out there don't  
23 know who operates these areas. They don't know  
24 whether it's the state parks. They don't know if  
25 it's the national parks. They don't know if it's the

1 Forest Service. They don't know if it's the Corps.  
2 They don't know if it's the Fish & Wildlife. They  
3 don't care further. They don't care who operates  
4 these. What they want is the ability to use the  
5 resource.

6 And so I think those of us in the  
7 federal community need to develop a new and different  
8 kind of attitude towards management of the resources  
9 that we have. I think we need to work more jointly.  
10 I think we need to cooperate more. I think we need  
11 to make this seamless for the American public.

12 Since they don't care anyway, why  
13 don't we serve that need in a better fashion?

14 Instead of having duplicated  
15 facilities in some locations, we ought to operate  
16 this on a watershed type of management system so that  
17 each of our agencies can have what we need as far as  
18 a niche to work in but not duplicate and not  
19 oversaturate the market with certain types of  
20 facilities. So I think it's incumbent upon us from  
21 the federal community to do a lot more in that  
22 regard.

23 I know that the Forest Service and the  
24 Park Service and the BLM and the Fish & Wildlife

25     Service around the country do cooperate to a large  
1     extent on office buildings, for example, jointly 98  
2     occupy office buildings, that's a great opportunity  
3     to achieve some savings. Joint visitor centers is  
4     another opportunity. There are things like that that  
5     we need to do more holistically than we have in the  
6     past.

7                   MR. LARRY HARTMANN: I think that's a  
8     wonderful comment. If I could build on that, you  
9     know, people want to go to a certain area and do  
10    something recreation wise. They don't care who  
11    operates that, whether it's county or state or  
12    federal or what agency within the federal government.

13                   Something that we could think of in  
14    terms of partnerships is maybe some sort of an  
15    internet opportunity where a person could say, I want  
16    to go to East Tennessee and I would like to do -- you  
17    know, put down the kinds of opportunities that they  
18    would like to do, what they would want to do, and  
19    then it would direct them to where those  
20    opportunities are available, regardless of who's  
21    doing what.

22                   MR. GEORGE TABB: In fact, we already  
23    have something like that. It's called recreation.gov

24 where you can go and do exactly that same thing. It  
25 gets you to the state facilities. It gets you to the  
1 federal facilities. It covers everybody. And it's a<sup>99</sup>  
2 unique opportunity. If you haven't looked at that  
3 site, you need to go look at that, recreation.gov.

4 MR. LARRY HARTMANN: Boy, that was  
5 fast.

6 MR. BRUCE SHUPP: Lee.

7 MR. LEE BAKER: Yes. Obviously lack  
8 of money always seems to surface as a primary cause  
9 of problem. TVA also doesn't have the funding that  
10 they at one point did, and that means whatever is  
11 funded is funded through the ratepayers, which you  
12 folks don't have there that luxury, if that's what it  
13 is.

14 To what extent is that forcing you to  
15 move in the direction of co-op'ing with private  
16 enterprise so that it becomes a profitable thing from  
17 the standpoint it's sustainable, someone is making a  
18 profit? You know, the word profit is not necessarily  
19 a bad word.

20 But then the flip side of that is what  
21 is the downside to that? If movement is into that  
22 direction, what's the downside to moving more into

23 private enterprise providing these services?

24 MR. GEORGE TABB: I will take a stab  
25 and try to give you an answer from my perspective. 100

1 Whenever money gets short, then the folks in the  
2 federal sector are seeking partnerships. When money  
3 is flush, they don't care a thing about partnerships.  
4 They would rather manage it on their own.

5 My view is -- my personal view is  
6 you're much better off in a partnership kind of  
7 situation, whether it's dealing with a partnership as  
8 far as a concessionaire is concerned, going with a  
9 private sector developer or working with the other  
10 agencies or working with non-NGO's. All of those are  
11 good and I think we should attack those on all fronts  
12 and move forward in a positive direction.

13 Now, to get to the second part of your  
14 question, what is it you lose if you go with a  
15 private sector developer, for example. What you lose  
16 is you lose some management options. You lose the  
17 ability for control.

18 Now, when I went to school and when I  
19 was educated, I was brought up under the idea that  
20 you're going to be a public lands manager and your  
21 responsibility is going to do -- is to do the right



22     thing for those lands. You are going to be the one  
23     that makes the decisions that affects the public.  
24     You're the one that's going to make these wise  
25     decisions for the public resources.

101

1                     Well, as I have gone through my  
2     career, the thing has entirely turned around. We're  
3     no longer in the decision-making business in the  
4     federal government. What we are in is a brokering  
5     business, I would call it, where we will set up  
6     public forums, we will get public input, and the  
7     public helps us to a great extent in determining  
8     what's going to happen to the resource, and that's  
9     because the public cares much more now about the  
10    resource with the advent of the environmental  
11    movement. And I think that that is a really positive  
12    thing because we are now making decisions based upon  
13    what it is the public wants, as well as what is good  
14    for the resource. So that's my stab at answering  
15    your question.

16                    MR. LARRY HARTMANN: Let me add one  
17    thing to that. I mentioned in my talk that about a  
18    fourth of the resources that makes the Smokies run  
19    comes from donation and volunteers, and that's  
20    wonderful. That means we can do a lot of other

21 things that we couldn't do if we were just operating  
22 off of federal dollars.

23                   It does make me a little bit nervous  
24 though because that is less secure than the federal  
25 dollars. Suppose something happens and our  
1 volunteers decide they don't want to help us out, 102  
2 suppose something happens and donations go to another  
3 cause other than the Smokies, well, if we're talking  
4 as much as a fourth of our support, then what do you  
5 do if that gets yanked out from underneath you?

6                   We were concerned after 9/11 that we  
7 would have a big drop in our donations that goes  
8 toward the park, and that kind of thing, and that  
9 really didn't happen. I was kind of surprised at  
10 that. But it does leave that question in your mind  
11 that it's not as secure as it would be if it was base  
12 funded federal dollars.

13                   MR. DOUG BYERLY: The Forest  
14 Service -- on the Cherokee National Forest there are  
15 no concessions, say, in our campgrounds. When I  
16 worked at Mt. Rogers and I worked in Oregon. I would  
17 go in there as the district landscape architect ready  
18 to do some things, but you kind of felt like you were  
19 in someone else's -- you were under some -- your

20 options were limited, as you say, about what you  
21 could do. That's a hard trade-off.

22 And the Forest Service here, at least  
23 for us, we have not made that shift. We have tried,  
24 but they took one look at that water system at South  
25 Holston and they turned white and went away because  
1 there's no way they could ever make a profit spending <sup>103</sup>  
2 \$20,000 just on the water each year.

3 So part of our rec alignment is to  
4 look at -- as a matter of fact, our region will  
5 probably better support any capital improvements that  
6 move a facility toward being more concessionaire  
7 friendly. So we have not made that jump. I'm scared  
8 to make that jump in many ways. We have not made  
9 that.

10 To talk about the 95 percent, just  
11 trivia, 40 percent of our use occurs on developed  
12 sites, 60 percent occurs dispersed on the forest.  
13 They are out there doing all kinds of things,  
14 including making meth labs and some of the other  
15 things that people --

16 MR. LARRY HARTMANN: That extreme  
17 stuff.

18 MR. DOUG BYERLY: Different

19 recreational opportunities out there abound, but, you  
20 know, I can only imagine how difficult it would be to  
21 manage a boat ramp and then have everybody disperse.  
22 I spent Labor Day weekend on Norris Lake and I was  
23 just looking, wow, where do these people go. The  
24 impacts are everywhere and how do you get -- do you  
25 get a crew on a boat to go around and clean up after  
1 all of these people because they have a good time 104  
2 taking it to the site but a lot of them don't take it  
3 out. I see you-all -- I have a tremendous challenge.

4 MR. BRUCE SHUPP: Julie, then Phil.

5 MS. JULIE HARDIN: Yes. I would like  
6 to know where the Great Smoky National Park is in  
7 terms of user fees. I have been to Baxter State Park  
8 and I have been to the other end of the Appalachian  
9 trail and all across the northwest state parks, and I  
10 pay money to go into those parks and I keep hearing  
11 that we're in such red. The Smoky Mountains, as you  
12 said, really does need its help from its volunteers  
13 and its friends, but what -- why not user fees?  
14 Where does that stand in terms of the park's issues?

15 MR. LARRY HARTMANN: Okay. There's a  
16 difference between user fees and entrance fees.

17 MS. JULIE HARDIN: Oh, I think I mean

18 entrance fees. I'm sorry.

19 MR. LARRY HARTMANN: We do have some  
20 user fees in terms of the concessionaires and in  
21 terms of the campgrounds and things like that.

22 MS. JULIE HARDIN: I mean entrance.

23 MR. LARRY HARTMANN: That's fine. The  
24 entrance fees, I mentioned that the park was not  
25 carved out of existing federal land, it was carved  
1 out of private holdings. The largest parts of those <sup>105</sup>  
2 were 15 lumbar companies, but the greatest number  
3 came from small farms, like over 6,000 individual  
4 purchases. That land didn't go directly to the  
5 federal government. It went to the state governments  
6 of Tennessee and North Carolina, and from there they  
7 gave that to the federal government.

8 Part of the original legislation, I'm  
9 a little hazy about the details, were saying that  
10 they could not charge an entrance fee, particularly  
11 to the people that donated the land. And if they  
12 couldn't do that to, say, a native of Tennessee, they  
13 were not going to do that to anybody.

14 So I believe that we're the only large  
15 national park that does not have an entrance fee.  
16 Laws could change eventually. Occasionally that gets

17 brought up for discussion. It's never happened and  
18 there's not a serious effort going on right now.

19 MS. JULIE HARDIN: Okay. And you have  
20 that in common with TVA. I think TVA got a lot of  
21 its public land domain from small farmers and from  
22 people who lived on the land.

23 Do you -- do the three of you have any  
24 view on -- I am sure that you do, on the development  
25 of these public lands for development, for bringing  
1 money into TVA, such as Rarity Point, et cetera? 106

2 MR. GEORGE TABB: Well, I know little  
3 about TVA. I do know that they have an economic  
4 development responsibility within the valley. That's  
5 a responsibility that the Corps -- an authority the  
6 Corps does not have. We do not have any  
7 responsibility to approve the local economic  
8 conditions.

9 Now, a lot of local citizens and a lot  
10 of politicians would like to see us take that up and  
11 do something with that. My view on public lands may  
12 differ somewhat with some of my counterparts here,  
13 but I believe that when the Corps purchased its  
14 lands, it agreed to accept a responsibility for  
15 stewardship of those lands for this generation and

16 future generations.

17                   If you consume those lands with  
18 private sector type development, then they are no  
19 longer there for that long-term purpose. And my view  
20 is that things like housing developments that we are  
21 plagued with all the time, theme parks, all of the  
22 other kinds of uses that developers want to make of  
23 these public lands, then my view is that we should  
24 not be in that business of allowing those types of  
25 uses.

107

1                   MR. LARRY HARTMANN: And each one of  
2 the federal agencies had a little bit different  
3 mandate. I worked for the Forest Service for 17  
4 years before moving back to the Park Service, and  
5 they are more of a multiple use agency than the park  
6 service is, which is largely preservations, the No. 1  
7 goal, and then, you know, whatever the important  
8 resource is in that unit and also public use. So we  
9 would be probably the most restrictive of the  
10 agencies here in what we would be willing to accept  
11 in terms of use.

12                   MR. PHIL COMER: My question is for  
13 Dr. Hartmann of the park service. I live in  
14 Dandridge, Tennessee, which is near Exit 417 of

15 Interstate 40. Exit 407 is normally where you get  
16 off to go to Pigeon Forge and Gatlinburg, and  
17 occasionally people make the mistake of coming off  
18 through Dandridge. I spend a lot of time directing  
19 people from Michigan over in that direction, and I  
20 have taken a poll on this, nine out of ten ask me how  
21 to get to Dollywood and they view that strange  
22 mountain as some sort of canvas painted backdrop and  
23 they almost never ask about the parks.

24 Have you-all thought about a  
25 partnership with Dollywood to help raise money or is  
1 she expanding gradually into the park? 108

2 MR. LARRY HARTMANN: No, she's not  
3 expanding gradually into the park. I believe we have  
4 had some partnerships with Dollywood. I am trying to  
5 think of exactly what they are. It hasn't been in my  
6 specific area, but there has been some kinds of  
7 cooperation between the park and Dollywood. There's  
8 something called the Gatlinburg Gateway Foundation.

9 MR. PHIL COMER: Library for preschool  
10 children's books.

11 MR. LARRY HARTMANN: My daughter gets  
12 those. They are wonderful. Anyway, we do have  
13 cooperative efforts with not only Dollywood but a lot



14 of the other kinds of businesses that go on in the  
15 gateway communities.

16 MR. GEORGE TABB: Just another comment  
17 on your question about development of the public  
18 lands. For the Corps those lands were purchased from  
19 private owners with public monies, and the idea of  
20 making those lands then available for someone to make  
21 a profit off of is a concern also.

22 MS. JULIE HARDIN: I agree.

23 MR. BRUCE SHUPP: Let me give you a  
24 closing question, somewhat hypothetical and somewhat  
25 philosophical, I guess.

109

1 If you had the opportunity, your  
2 bosses at each of your levels, whatever that would  
3 be, said, I am going to help you solve your No. 1  
4 recreation problem, tell me what you want to solve  
5 and we're going to get right on it, what are your  
6 individual priorities for solving that problem?

7 MR. GEORGE TABB: My first top  
8 priority, way far and above everything else, is to  
9 start to widdle down the infrastructure problems and  
10 allow us to repair the facilities that are in poor  
11 shape out there and build some facilities that will  
12 allow us to accommodate new types of recreation

13 equipment that's now available.

14 MR. BRUCE SHUPP: So maintenance would  
15 be your number one?

16 MR. GEORGE TABB: Absolutely.

17 MR. LARRY HARTMANN: I thought you  
18 were going to say what was our No. 1 problem, and I  
19 was going to launch into a tirade about the hemlock  
20 wooly adelgid because right now we have a window of  
21 opportunity that's going to close and the ship will  
22 sink unless we start dealing with it, and we have  
23 right away. Seeing how that's not your question, I  
24 won't answer it.

25 MR. BRUCE SHUPP: I didn't hear that  
1 anyway. 110

2 MR. LARRY HARTMANN: Strike that from  
3 the record. No, I would have to agree that our main  
4 concern, if you were going to come and fix what's  
5 wrong in terms of recreation, I would have to say  
6 it's the infrastructure. We have got a significant  
7 backlog of maintenance that needs to be done in terms  
8 of all kinds of infrastructure issues.

9 If you were -- and to give you a third  
10 answer in terms of recreation issues to deal with, I  
11 would have to say it would be Cade's Cove because we

12 have got so much use that goes on there that's more  
13 than what we can handle at certain times of the year,  
14 it can take as long as four hours to drive the 11  
15 mile loop.

16 Part of the problem is that you will  
17 get someone that has traveled a long distance and  
18 kept telling their kids, oh, we're going to see  
19 wildlife, maybe we will see a bear, and by God, they  
20 see a bear and everything stops from then on. The  
21 car stops, the doors fly open, and they go running  
22 out to look at the bear and the 11 miles of cars  
23 behind them have to wait until they are done.

24 Part of what we're doing with the  
25 Cade's Cove opportunity planning is to try to find a  
1 way to deal with this, and it's not an easy issue. 111

2 If you have got a magic wand that can solve that for  
3 us, yeah, you're invited to the park anytime you want  
4 to come. Those are three answers to one questions.

5 MR. GEORGE TABB: You won't charge him  
6 any fees?

7 MR. LARRY HARTMANN: For you there  
8 won't be any fees.

9 MR. BRUCE SHUPP: Doug.

10 MR. DOUG BYERLY: I would have to

11 agree it's our backlog of infrastructure. And giving  
12 us the money to fix it could be a good thing and a  
13 bad thing because with the way we are right now  
14 constrained with the dollars, we -- it's forcing us  
15 to ask the hard questions. And I think if we're  
16 given a whole lot of money, we would probably put  
17 things back just the way they are.

18 A lot of it was built in the '60s and  
19 '70s. There must have been a big push for outdoor  
20 recreation when I was a kid because we went to Fall  
21 Creek Falls with my family, and that's a wonderful  
22 state park. We spent a lot of summers there. When I  
23 got there, I was like, you know, this really hasn't  
24 changed that much.

25 I am used to now, being in landscape  
1 architecture looking at facilities and architecture.<sup>112</sup>  
2 It was so new and neat when I was there, you know.  
3 My kids learned about poison ivy. They have a lot of  
4 the same problems we do. That would be the big one.

5 But at the same time we need to be  
6 forced to sit down and talk to each other at South  
7 Holston Lake or whatever and get a bigger picture and  
8 make the most of our resources because in the end  
9 that's where the benefit comes.



9 We're getting to a crisis situation in our country  
10 with our infrastructure.

11 A lot of those things you were talking  
12 about that were built in the '60s were built under  
13 the assumption that we were only going to work 20  
14 hour weeks, you know, that's what the sociologists  
15 were telling us, man, we're going to have 20 hour  
16 work weeks. Nobody is going to work anymore.  
17 Mechanization is taking over and life is going to be  
18 great and we have to have places recreate. And then  
19 our state parks and national parks grew and sprung  
20 up, and that isn't the case. Now we're working 80  
21 hours a week, but our facilities are really, really  
22 bad. They were all built about the same time frame.

23 So I think we're looking at a future  
24 of somehow a citizen movement to -- a groundswell  
25 effort that's going to have to start pushing a CCC 114  
1 type concept of taking up and solving some of these  
2 national infrastructure problems or the next  
3 generation is going to have a real tough time with  
4 recreation, that's for sure.

5 MR. DOUG BYERLY: But at the same  
6 time, a lot of those places were built before  
7 accessibility standards were set. They are kind of

8 tough to weigh. The designers kind of rocked and  
9 rolled with the landscape and made some neat areas,  
10 and now there's recreational vehicles that, you know,  
11 they need a 100-foot place to park and it's a whole  
12 different design criteria that we even start to  
13 reevaluate our facilities.

14 I will have to say that the park  
15 service apparently does a great job with deferred  
16 maintenance, record, and accounting, because that's a  
17 big thing to show the accounting. You-all got a good  
18 budget this year.

19 The Forest Service, they said zero, no  
20 more deferred maintenance because we didn't have our  
21 accounting. We couldn't quite show our results the  
22 way they wanted. So that's one thing that's going to  
23 be important is to figure out as we go into this how  
24 to show those improvements in our accountability so  
25 that we get continued support.

115

1 MR. BRUCE SHUPP: You also have  
2 internal priority struggles.

3 MR. DOUG BYERLY: Oh, yeah. We have  
4 three earmarks. I have been halfway designing  
5 different facilities and all of a sudden it's all in  
6 Montana putting out fires right now. All that money

7       just froze spending on us and it all went out there.

8                       And we got our budget -- this is the  
9       joy of getting above the ground, I get to work in a  
10      different realm on budget. We got it in May, I  
11      think, and we put it out in the field in June and  
12      then they froze it in August. I looked at our  
13      finance person, he said, well, someone told me today,  
14      said, you know, it's hard to win the game when you  
15      get to play just the fourth quarter. I kind of keep  
16      that in the back of my mind, that we're going to have  
17      to figure out how to play hard in the fourth quarter.  
18      It's a strategy that goes -- when you put your  
19      strategy together, it's a whole different way of  
20      thinking.

21                      MR. BRUCE SHUPP: Larry.

22                      MR. LARRY HARTMANN: You're talking  
23      about recreation infrastructure and design and things  
24      like that. I have to bring up some of my early  
25      research, which was into social groups. Not all  
1      people that come to recreate like to do the same kind  
2      of thing.

3                      You could look at Hispanics,  
4      African-American, people with disabilities, they all  
5      have different kinds of social ways of using public



6 recreation lands. And if we go into a new round of  
7 design, we need to keep that in mind. Some people  
8 like to have big group camps, other people want to  
9 bring their large RV's and get away from it all, that  
10 kind of thing. There's a wide variety.

11 MR. DOUG BYERLY: With their satellite  
12 TV.

13 MR. GEORGE TABB: It's called bringing  
14 it all with them.

15 MR. LARRY HARTMANN: There's a lot of  
16 different ways to use our public lands. We need to  
17 be aware of them and we need to consider, are we  
18 providing recreational opportunities for all of the  
19 taxpayers, all of the people in our society at -- and  
20 I was writing about this 20 years ago and we're still  
21 talking about it.

22 MR. BRUCE SHUPP: Any other questions  
23 before we adjourn for lunch?

24 Jimmy.

25 MR. JIMMY BARNETT: I'd like to make  
1 more of a statement than a question. Everybody has<sup>117</sup>  
2 talked about cooperation and everything and  
3 communication and getting the best bang for the buck,  
4 I want to commend everybody and request that you

5 continue that with the greatest alacrity to try to  
6 get more done in that respect.

7 MR. GEORGE TABB: We need your help  
8 though. He has it right, Bruce has it right, that  
9 it's going to take a groundswell. I think the  
10 agencies are doing a pretty good job at the  
11 Washington level of communicating to the Congress  
12 what's needed, but if -- unless THE Congress gets  
13 some encouragement from its constituents, they sit  
14 there and don't do anything with them. There's more  
15 important needs for it.

16 So somebody has got to be yelling and  
17 screaming, and that's really what's got to happen to  
18 make anything happen in the infrastructure field .

19 MR. MARK FLY: I'm Mark Fly from the  
20 University of Tennessee again. Are you seeing any  
21 trend in terms of international visitors to your  
22 different areas? I know you probably get them in the  
23 Smokies.

24 MR. LARRY HARTMANN: I haven't been  
25 keeping track of all of that. Tomorrow I am hosting  
1 a group of people from Brazil that are coming up. So  
2 we certainly do get international visitors coming to  
3 take a look at that, but I don't have the statistics

4 to be able to answer that.

5 As long as I have got the microphone  
6 right now, I would like to remind people about my  
7 offer of the weekly newsletter. If you do want to  
8 find out more about what's going on in the Smokies,  
9 give me a business card or e-mail and I will get you  
10 on the mailing list.

11 MR. GEORGE TABB: As far as foreign  
12 visitors are concerned, the Corps' visitors are  
13 mainly local people, but the one area that we have  
14 seen some growth in international visitors is in --  
15 is with our concessionaires and the rental of  
16 houseboats. That's not something that is available  
17 in Europe or is not something that's available in the  
18 far east. So they come to America and they get an  
19 opportunity to rent a houseboat and take it out on  
20 the lake for a week, something they can't do anyplace  
21 else in the world.

22 MR. DOUG BYERLY: Mark, I would say  
23 our Olympic venue there at the Whitewater Center is  
24 probably the premier attraction obviously with the  
25 Olympic audience for that. We don't see tour buses  
1 like you do in some of the places if you go up to the 119  
2 Pacific northwest, we don't have that.

3 MR. BRUCE SHUPP: All right. Thank  
4 you guys for a good job. Thanks for your passion for  
5 your service. We appreciate it.

6 David is going to tell you where to  
7 get lunch.

8 FACILITATOR DAVE WAHUS: If I might  
9 ask the panelist that are going to be on the panel  
10 right after lunch, if they would meet me in here  
11 about 12:30 by the podium we will talk about the  
12 order and the process.

13 Lunch is in room 407. If you look  
14 behind the screen and you see the wall back there,  
15 lunch is on the other side of that wall, but to get  
16 there you go back out the door or there's a door over  
17 here, but you can go out this door past the elevators  
18 and the room will be on your right as you pass the  
19 elevator bank.

20 MR. BRUCE SHUPP: 12:30.

21 FACILITATOR DAVE WAHUS: By 12:25 if  
22 the panelists would be in here.

23 (Lunch recess.)

24

25

1 MR. BRUCE SHUPP: All right.

2     Interesting, interesting presentations before lunch,  
3     and we have some equally interesting ones coming up  
4     after lunch.

5                     We're going to start out with the  
6     utility perspective on recreation from Glenn Ivie,  
7     Georgia Power Company.

8                     Glenn.

9                     MR. GLENN IVIE:  Thank you, Bruce, and  
10    thanks to the council for letting me come up and  
11    present our story, I really appreciate it.

12                    Before we get started, a couple of  
13    things.  If anyone can make this thing malfunction, I  
14    can, so don't be too far away.  Lunch was delicious,  
15    I thank you for that.  The only problem with lunch is  
16    that I am wearing part of it on my tie.  I speak  
17    slowly.  So I will try to keep you awake.

18                    As they said, I am Glenn Ivie.  I'm  
19    the land management manager for Georgia Power  
20    Company.  This is just a summary of where our offices  
21    are.  We -- each one of these red stars is what we  
22    call a field office, and it's responsible for the  
23    recreation and some other things, such as permitting,  
24    on the lakes that are located in the area where the  
25    red stars are.

1                   The two little green stars are a  
2   couple of plants where we provide employee  
3   recreation. I am not planning on making any comments  
4   about that, but it's very similar to what we provide  
5   for the public.

6                   And then in Atlanta where I am  
7   located, we have a relicensing compliance office  
8   that's staffed with about four people that provide  
9   staff for these other offices, and they also have  
10   some responsibilities, primarily relicensing.

11                  Our goals: No. 1, protect the assets.  
12   No. 2, provide customer service. No. 3, protect the  
13   environment. No. 4, maximize revenues, minimize  
14   cost, I am sure that's in everybody's goals, and then  
15   use these assets to produce public relations benefits  
16   for the company.

17                  Just a summary of the facilities we  
18   have. We have six full-service campgrounds, 350  
19   actual campsites with hook-ups and electricity and  
20   water. We have two primitive campgrounds. We have  
21   eight beaches. We have over 30 other maintained  
22   recreation areas, such as, you know, small picnic  
23   grounds around the lake, lakes, boat ramps, those  
24   kind of things. We manage this with three full-time

25 park managers that are located in those offices I 122  
1 showed you and about a staff of ten that is dedicated  
2 to parks, and I am sure you have realized in the  
3 summer that number goes up, but full-time ten.

4 Our facilities, we don't provide these  
5 recreation facilities because we want to. We are  
6 a -- we're a regulated utility. We're regulated by  
7 FDRC, and each one of our lakes or group of lakes has  
8 a license. In that license we're told what  
9 recreation facilities that we have. And we get to  
10 that through a public participation project either  
11 when the license is originally issued or when it is  
12 relicensed.

13 And at any given time we're -- right  
14 now we're in the process of relicensing two projects  
15 now. It's very, very bureaucratic, very, very  
16 involved process. You follow the NEPA process, which  
17 some of the federal guys were speaking about this  
18 morning.

19 We operate without aide of local state  
20 or federal taxes. So it's all money that we  
21 generate. Just a couple of the things -- a couple  
22 other things we do, we release about 35,000 acres to  
23 the Georgia Department of Natural Resources for

24 outdoor recreation and public hunting, big, big  
25 partnership with them. You-all have focused on  
1 partnerships this morning, and that's probably our 123  
2 biggest partnership.

3 We also lease 5,000 acres to the  
4 Georgia Department of Natural Resources for two state  
5 parks. One of those state parks is -- we actually  
6 just lease them the land and they provide all of the  
7 activities.

8 At the other state parks we're  
9 actually a partner and we share resources. We don't  
10 really share people, but we intermingle people, work  
11 together, a very, very unique situation. I know of a  
12 couple more in the country, maybe more than that now.  
13 I thought I would just highlight it just a little  
14 bit.

15 It's Tallulah Gorge State Park. I  
16 don't know how many of you have been to Tallulah  
17 Gorge, but it's a very deep gorge located in  
18 Northeast Georgia on the Tallulah River. Back in  
19 1914 we built a dam at the northern end of the gorge,  
20 bypassed the water through a tunnel to the southern  
21 end, and we -- it was about a mile and a half of  
22 gorge that was dewatered.



23                   In the early '90s we went through a  
24   relicensing process and that had a big effect on  
25   that. So we now actually have whitewater activities  
1                   through that gorge on given weekends. The state <sup>124</sup>  
2   actually manages it, and it has been a huge, huge  
3   asset to us for the state to manage, mainly because I  
4   think I heard someone talk about activities this  
5   morning, about having to search and rescue and  
6   injuries, just if you can imagine people are going to  
7   get as close as they can. There were several deaths  
8   in the gorge in the '80s, but once the state started  
9   managing it there have been two deaths, both of them  
10   have been suicides, people jumped. We really have no  
11   enforcement powers. And the state, with their  
12   enforcement powers, were about to bring that  
13   situation under control.

14                   And it's just a couple of -- these are  
15   the two state parks. The one at Sprewell Bluff is on  
16   the Flint River. It's actually in middle Georgia.  
17   If you go to the site you'd think you're in eastern  
18   Tennessee. You'd have to see it to believe it.  
19   Tallulah Falls, you can see pictures of it.

20                   One of the questions asked was how  
21   much revenue we make. We take in about a half

22 million dollars a year, and it costs about \$700,000 a  
23 year. There are pressures on both ends of that, one  
24 to get it up and one to get the cost down.

25 One of the things that I -- that I 125  
1 came across this morning in one of the -- from the  
2 government presentations, all of them were talking  
3 about their infrastructure needing maintenance.  
4 Well, I don't want to tell you that ours doesn't need  
5 maintenance, but it's just a different perspective.

6 We're a regulated utility. Part of  
7 our business is regulated. The FERC sends inspectors  
8 out on a regular basis and they will tell us, you  
9 know, you need to -- this bathroom needs fixing and,  
10 you know, you need to paint these buildings. So they  
11 look at it -- I mean, they are spending our money, I  
12 guess, is what you would say, but they feel obligated  
13 to do it and we also feel obligated to do it to  
14 provide, you know, a good place.

15 These are what we provide. We provide  
16 swimming, fishing, boating, picnicking, camping,  
17 hiking, hunting, kayaking, and rock climbing. And  
18 that rock climbing, I thought, might be pretty  
19 unique. It's in the Tallulah Gorge area. It's by  
20 permit only.

21                   We're the largest non-governmental  
22   provider of recreation in the State of Georgia. You  
23   know, I am here representing the utilities, and the  
24   utilities are regulated by FERC and the -- if you put  
25   all of those utilities together that provide  
1                   recreation, and the ones that provide recreation are 126  
2   primarily the ones that generate with the hydro, it  
3   would be a huge impact -- recreation impact on this  
4   country. It is a huge impact. They provide an awful  
5   lot.

6                   I talked a little bit about our  
7   partnership with the Georgia DNR state parks, and  
8   we're recognized as a leader in the state primarily  
9   because of the partnerships, I think, but also  
10   because we keep -- we try to make our campgrounds and  
11   our recreation facilities first class.

12                  What drives your role in outdoor  
13   recreation? License compliance. I mean, that's No.  
14   1. Just to be frankly honest with you, I doubt  
15   Georgia Power Company would provide recreation to the  
16   public if it weren't for the license, but, again, you  
17   know, we take that -- we take that obligation and we  
18   try to make it a positive public relations impact on  
19   the company. And I can't emphasize enough, you know,

20       how much -- how big of a role that plays in it.

21                     Asset protection, you know, I am sure  
22       everyone -- everyone, you know, tries their best to  
23       protect their assets in every way you possibly can.

24                     A little bit said about handicapped  
25       accessible. Again, our facilities were built, you  
1       know, some of them -- most of them in the '80s and we<sup>127</sup>  
2       have spent a lot of money over time in making them  
3       handicapped accessible. And anything else we build,  
4       you know, we will know, you know, what to do for  
5       handicapped accessibility.

6                     Just -- you know, all of our  
7       facilities are on water, almost all of our facilities  
8       are on water, and people are going to get in that  
9       water. We have some outreach programs that try to  
10      train people, the primary users, the young, on water  
11      safety, drown proofing them, I guess, is what you'd  
12      say. That's a pretty big initiative for us.

13                    And I don't know, every summer, really  
14      every year, we have -- they don't drown at our  
15      facilities, you know, our specific recreation  
16      facilities but on those lakes, boating -- people  
17      boating, a lot of people drown. So, you know, we  
18      feel an obligation to at least provide as much

19 leadership and guidance we can in that area.

20 Planning to meet outdoor recreation  
21 needs for the next ten years, what factors influence  
22 decisions about what, where, and how to focus your  
23 efforts. We do a lot of recreational surveys. And  
24 I'm sure everyone in here does, but we do them  
25 regularly. A lot of them are cheap and dirty, but we  
1 do some very formal recreation surveys also. We 128  
2 listen to what those people say.

3 You get all our recreation surveys  
4 that we do, we take -- you know, we get numbers --  
5 statistically valid numbers they say, but the thing  
6 that really -- that we really get out of them, except  
7 identifies some problems, is read those comments. We  
8 always give them an opportunity to comment. And if  
9 you digest those comments, you will figure out things  
10 you need to do.

11 Budgets, I think it drives it for  
12 everyone. Again, our budget basically comes from how  
13 much revenue and money we make from selling  
14 electricity. The \$500,000 and the 700,000 are not  
15 going to make or break Georgia Power Company, but  
16 they still look at it. So we, you know, budget and  
17 control it.

18 License compliance, a lot of our  
19 license -- normally a license is for 40 years. It  
20 can be 30, 40 or 50. Normally it's 40. And you have  
21 to do -- you have to do recreation survey -- use  
22 surveys periodically in those licenses. And if you  
23 come up with a need or people identify a need in  
24 those surveys, then you have got to negotiate with  
25 the agencies and go through a public process of  
1 providing additional recreation if you have the land <sup>129</sup>  
2 that allows that.

3 Regional growth in an area, that puts  
4 pressure on the areas. The stuff we have close to  
5 Atlanta and the stuff we have in the North Georgia  
6 mountains just gets a lot of use. Actually, it's  
7 some -- I guess some issues about overuse especially  
8 on water. I am sure TVA is dealing with that also.

9 Balancing competing interests, that's  
10 another area that, you know, is controlled by the  
11 industry, I guess you would say, the water craft, jet  
12 skies. About half love them. About half hate them.  
13 We hear an awful lot of that and that influences how  
14 we do business.

15 Passive versus active. Passive is  
16 obviously cheaper, a whole lot harder to maintain.

17                   Environmental stewardship, you know,  
18    we always take a look at what we're doing  
19    environmentally to make sure that we're doing the  
20    right thing. I brought just one of our surveys just  
21    to give you -- I am not going to go over it by any  
22    means.

23 Can you-all see that okay?

24                   This is just some of the questions  
25   that we ask.  And one of the things that we have a  
1                   problem with at our parks, they are on a lake, and I 130  
2   think that the government folks this morning spoke of  
3   it, well, you know, they know it's a place to camp.  
4   They didn't know Georgia Power owns it.  They don't  
5   even know Georgia Power owns the lake.  So we go --  
6   we make a lot of effort to try to overcome that, and  
7   we still get that response back on the survey, we  
8   didn't know Georgia Power Company was providing this,  
9   we thought it was the Corps of Engineers.  So  
10   that's -- again, I can't emphasize the importance the  
11   survey is to us.

12 Just what are the strengths, you know,  
13 basically we have got 14 hydroelectric projects.  
14 Those 14 projects draw a lot of people and they  
15 provide the centerpiece of our recreation facilities.

16 We try to make it safe for users.

17 I want to cover one other aspect in  
18 here. I am not sure how it affects Tennessee. I do  
19 know how it affects Georgia. If you're providing  
20 public recreation in Georgia, you have some  
21 protection by an act known as the Recreation Use  
22 Protection Act, which if you're providing a safe  
23 place and someone gets hurt, which is sad, but it  
24 protects the provider pretty good.

25 We have been brought to court several  
1 times on accidents, and as far as I know, every one<sup>131</sup>  
2 that we have been brought to court on from an  
3 accident from providing public recreation we have  
4 been able to get a summary judgment in our favor  
5 because we were providing a safe place, and that is a  
6 huge, huge benefit. Now, once you start charging  
7 huge entrance fees and things like that, then you  
8 lose that protection, but I just wanted to make that  
9 point.

10 First class facilities, you know, I  
11 didn't bring many pictures, but we spend a lot of  
12 money on them. We keep them up and we keep them  
13 clean. I heard a lot of talk about bathrooms.  
14 Sometimes bathrooms are cleaned twice a day, maybe



15 even three times on the weekend, heavy weekends.

16 Another issue that we work very hard  
17 on is consistent operating policies. You know, we  
18 have got those four offices scattered around. I  
19 don't know if you-all noticed, but consistent  
20 operating policies will go a long way for getting rid  
21 of complaints and enabling different people to answer  
22 questions.

23 We're widely distributed across the  
24 state. We're family oriented. And I wanted to  
25 address this just a minute. You can provide a public  
1 recreation area, and if it's not well managed or some<sup>132</sup>  
2 kind of supervision is not taken over it, it can be  
3 something that is not a public relations benefit. I  
4 am not sure all the providers in this room realize  
5 that, but it's a -- it's very important to us. We  
6 manage ours actively, and we have had 30 years of  
7 experience in providing public recreation.

8 What lessons have you performed that  
9 may be applicable to others in defining an effective  
10 strategic direction for outdoor recreation, perform  
11 customer surveys, excellent customer service, safety  
12 and cleanliness are the top priorities, handicapped  
13 accessible.

14                   Water is the attraction. And I am  
15   sure the recreation providers in this room realize  
16   that. If you have got water that you can develop a  
17   recreation area or include in a recreation area, it  
18   is a plus. It doesn't have to be a lake. It can be  
19   a river, it can be a creek, whatever. Water will  
20   attract.

21                   Then the liability of providing that,  
22   you know, we work very hard to stay out of liable  
23   situations and making ourself liable.

24                   Our challenges demand, I think  
25   that's -- everybody spoke about that, safety,                   133  
1   security. I hadn't heard many people talk about  
2   diversity and demographics. We are seeing much more  
3   use from diverse groups. Language, for one. What  
4   they want to do, for another. Then profitability.  
5   And, you know, again, I showed those numbers and they  
6   are not profitable, but we are working to make ours  
7   profitable.

8                   Thank you. We'll have questions at  
9   the end.

10                   MR. BRUCE SHUPP: Thank you, Glenn.  
11   Homer Staves, Kampgrounds of America, KOA.

12                   MR. HOMER STAVES: Good afternoon. It

13 looks like everybody is still awake after a great  
14 lunch. Basically Jim Rogers, the president and CEO  
15 of KOA, really wanted to be here when he got the  
16 invitation, but this is the time of year that the  
17 campgrounds are not real busy but the corporate staff  
18 is really buried with budgets and planning for next  
19 year, new marketing plans, and the total company  
20 convention is coming up very shortly.

21 I currently am employed by my own  
22 consulting company, Staves Consulting, but KOA is one  
23 of my accounts and I worked for KOA for about 30  
24 years. I started when there was just a company  
25 president and myself and one secretary. So I have  
1 been through a lot of it. I still represent KOA in <sup>134</sup>  
2 governmental affairs. So I am a member of the Board  
3 of Directors of the American Recreation Coalition.  
4 I'm up in D. C. a lot and I work with Gary Crandell.  
5 So Jim said, Homer, why don't you go and do this for  
6 KOA, and I am delighted to be here today.

7 Basically just a real quick overview  
8 of KOA's history. A lot of people say, where did the  
9 K come from, it's because we couldn't get a copyright  
10 on a trademark for campgrounds spelled with a C. So  
11 we put a K, and since then everything has had K's in

12 it.

13 KOA started in 1961 with one  
14 campground in Billings, Montana. It was built to  
15 accommodate people going down the highway on their  
16 way to the World's Fair in Seattle. The people that  
17 put it together realized that there was a need in  
18 other places for it. So they took a Holiday Inn  
19 franchise agreement, scratched out motel, wrote  
20 campground and started selling franchises.

21 From that it grew quite rapidly in the  
22 '60s, early '70s. In 1971 KOA went public. It's  
23 kind of interesting, we were the first Montana  
24 corporation to ever go public on a national public  
25 offering. In 1980 the company went private, did a  
1 leveraged buyout, probably the best thing that ever 135  
2 happened to us, because as a company we quit worrying  
3 about this month compared to last month, which is the  
4 bane of American businesses, and instead the people  
5 that took over, he is a private U.S. citizen but he  
6 was born in Hong Kong. His family is Asian. To him  
7 ten years is short-term. Hundred years is where  
8 we're planning.

9 One of the first things he said -- KOA  
10 at that time had 900 campgrounds, and he told us at

11     that time, he said, I don't care if there's 1,000 or  
12     100, I want a quality system that's going to be here  
13     for a long time. So that really changed a lot of our  
14     focus. We quit worrying about selling franchises.  
15     We upgraded the standards of the campgrounds. And I  
16     like to say we grew the company from 900 to 500  
17     campgrounds. We're doing twice as much business with  
18     half as many properties. We got rid of the marginal  
19     ones and dirty ones and kept the better ones and made  
20     everybody over a period of 10 to 15 years upgrade.

21                 Basically KOA is located throughout  
22     the United States, Canada, a little bit in Mexico,  
23     and still a few parts in Japan. We do a lot of  
24     international business with people coming in from  
25     overseas. Currently the KOA handles about 6,000,000  
1     visitors a year. 136

2                 When you consider the people working,  
3     we provide employment for about 3,000 people. Most  
4     of those are the entrepreneurs that own their own  
5     parks. Out of our 500 parks almost all of them are  
6     privately owned with one or two families owning one  
7     park. We have one large franchisee now that has 15  
8     parks scattered everywhere. The corporation itself  
9     operates about 20 parks, but the rest are pretty much

10 mom-and-pop type things.

11                   Probably what makes me a little  
12 different this afternoon, rather than -- more than  
13 all the other presenters on the panel is I represent  
14 a company that makes a profit from providing  
15 recreation, and if we didn't make a profit we  
16 wouldn't be there. So our operations are quite a bit  
17 different.

18                   Basically we -- our customer mix is a  
19 little bit of everything. We started building these  
20 log cabins. They have been very popular. We welcome  
21 people on motorcycles, big motor homes, tents, cars,  
22 vans, whatever. So we serve a wide variety of the  
23 market.

24                   The typical KOA campground today is --  
25 probably has about 100 sites and is worth probably  
1                   somewhere between a half to a million dollars when<sup>137</sup>  
2 they sell but all are pretty much individually owned.

3                   When I was asked to put this together  
4 I started out and I went to TVA's website and said,  
5 okay, where is TVA. I was amazed when the website  
6 said there isn't any map that covers the territory  
7 under the maps, but I did find this one showing the  
8 location of some of the properties. So I took that

9 and then went to look at the actual campgrounds that  
10 TVA operates.

11 And TVA, I am sure you're aware, has  
12 about 11 campgrounds they operate themselves, about  
13 600 campsites, recognizing that there's other  
14 properties with the Forest Service and this sort of  
15 thing, but then when you compare that to KOA you can  
16 see why we're interested in this area. We have over  
17 25 parks in this same area, approximately 3,000  
18 campsites. We will probably host about a quarter  
19 million visitors this year just in the TVA region.  
20 Every one of these are family business. There's no  
21 multiple ownership in this region at all.

22 Basically we provide two roles. One  
23 of the questions we were asked, you know, what is our  
24 role in the area, and it really falls into two areas.  
25 One, the obvious one is providing recreation. But  
1 the hard part to define is if you ask a hunter if 138  
2 he's a hunter he says yes. If you ask somebody that  
3 took their motor home and went to Disney Land and  
4 visited grandma what they did, they are not going to  
5 say they went camping, they are going to say they  
6 went to Disney.

7 So really while there is a segment

8     that are campers and pure campers, a large section of  
9     our market comes because we're enablers. We enable  
10    people to travel, especially the campgrounds that are  
11    overnight facilities that people just stop on their  
12    way down the road. The company, however, has been  
13    going heavier and heavier into pure destination  
14    places where people will come and stay for three and  
15    four and five days or a week.

16                   The second part of the role that we  
17    provide, which to me is -- having spent this many  
18    years in the franchiser side, it's a very important  
19    part, is the role we play in helping families become  
20    entrepreneurs and own their own business and control  
21    their own destiny. As a franchise company, that's  
22    what we do. We take people that probably have had no  
23    experience in running their own business, we teach  
24    them basic business skills, we help them with their  
25    marketing, we do a lot of the promotion for them, and  
1    the vast majority of them have been very successful. <sup>139</sup>

2    It's fun for me now to see several of our parks where  
3    we're getting the third generation of owners coming  
4    in now, and it's been a great business from that  
5    standpoint.

6                   Enough about KOA specifically. Let's



7 take a look at some of the statistics. I know Ken's  
8 going to go into it in much greater detail and some  
9 of the trends. Approximately 7 percent of the U.S.  
10 households have an RV of some sort. That's not  
11 including tents, that's just a recreational vehicle.  
12 About 14 percent of the 55 to 64 age households, the  
13 baby boomers have motor homes or RV's. For a long  
14 time our industry wasn't sure whether the baby  
15 boomers were going to go into camping at all. All of  
16 a sudden they latched on to it. Historically people  
17 started with a tent and then bought a used trailer,  
18 not the baby boomers, they went out and bought a  
19 \$200,000 motor home and took off with it. The  
20 forecast right now is that by 2010 that will up to  
21 6.4 million households or 45 percent of the baby  
22 boomers will actually have RV's. So we're seeing a  
23 pretty good growth in the industry.

24 In 2002 the actual shipment of RV's  
25 was up 20 percent from the year before. It's just  
1 been a steady increase in the manufacturing. Earlier 140  
2 research we did some time ago indicated that most  
3 RV's are on the road for at least eight to ten years.  
4 So as we keep this increase every year and the number  
5 of units built and the others are still on the road,

6 it's really been a growing area.

7 Survey after survey indicates that  
8 highway travel is the preferred method of traveling.  
9 We saw this very strongly after 9/11. It's hard to  
10 remember it's two years ago tomorrow that we had that  
11 disaster, but immediately people started saying, oh,  
12 let's drive, let's not fly, and that's been a real  
13 factor. The hassles of flying has also cut into it.

14 I served on the Board of Directors of  
15 TIA, the Travel Industry Association. A lot of my  
16 friends are the marketing VP's for the hotels and the  
17 airlines and stuff, and they are still crying the  
18 blues because business travel is down, convention  
19 travel is down, recreational vehicle travel has been  
20 up since 9/11 because of the delays and restrictions  
21 and the costs. People are vacationing closer to  
22 home.

23 We're not seeing quite as much  
24 cross-country travel but staying a little closer.  
25 They are looking -- it's easier, they know where they  
1 are going and it's less costly for their families to <sup>141</sup>  
2 drive somewhere, and the baby boomers that have time  
3 are going that way.

4 We put this slide together some time

5 ago. Stable gas prices, stable up this year, I  
6 guess.

7 Recreation preferences, this comes  
8 from the survey that ARC had the Roper people do.  
9 The 18 to 29 year olds, their first preference was  
10 swimming, second was walking, third was pleasure  
11 driving, 19th was RV'ing, a little different  
12 breakdown. Ken, this afternoon, has some stuff in  
13 his slides. Every survey asked the question a little  
14 bit different.

15 The 30 to 44 year old, walking moved  
16 up to first, swim dropped to second, pleasure driving  
17 stayed at third, and RV'ing moved up to the 14th  
18 place.

19 The 45 to 59, walk stayed up there,  
20 pleasure driving moved up. You can see as this ages  
21 RV'ing moved up. Then as you get into the 60 plus  
22 swimming disappeared and bird watching replaced it,  
23 but the encouraging thing for us is the fact that  
24 RV'ing really stays in there. It's fairly high. And  
25 as I mentioned before, I think a lot of people -- if  
1 a person is an avid bird watcher, they might camp  
2 when they are bird watching, but they put bird  
3 watching down rather than camping.

4                   We have also seen a real trend towards  
5   more time together with family and friends, that  
6   people want to go back to the family unit. The ocean  
7   is still a big attraction, 48 percent indicated that  
8   was their first preference for a trip.

9                   Historical, it's been moving up --  
10   this is -- I personally have trouble with some of  
11   this definition on historical because when you really  
12   start digging into what they call museum travel and  
13   history travel, they start including things like  
14   Native American dances or pow-wows. A lot of times I  
15   think people will go -- they don't go to Yellow Stone  
16   Park to see the museum but they may stop at the  
17   museum as one of the things they do. So historical  
18   museums keeps coming up in most surveys.

19                  Lakes, 44 percent, it's here.  
20   Reunions, 41 percent, this goes back to family  
21   preference. In our company we're seeing a real  
22   growth in family reunions on the campgrounds of  
23   bringing groups together, which affects your design  
24   and everything else. Mountains are 29 percent.  
25   Gambling is 27 percent. Traveling by an RV is  
1   17 percent.

143

2                   We were also asked to talk about what

3 the strengths of our company are, and really there's  
4 two areas that I think that KOA has a lot of  
5 strengths. Our first strength is really our people.  
6 It's both our corporate staff, people out in the  
7 field, and it's the 3,000 plus franchisees out there  
8 that are working day-by-day with the customer.

9           The thing that's interesting with our  
10 franchisees in particular is they are very much  
11 generalists. They might be in the office registering  
12 people in the morning or closing the books, but later  
13 that day they might be unplugging a clogged toilet  
14 somewhere or a sewerline or digging up a waterline,  
15 and then later they are ordering new supplies for the  
16 store, maybe that evening they are sitting down  
17 paying bills and writing out the checks. They are a  
18 small mom-and-pop business and they do everything,  
19 but they interface with the customer all the time  
20 they do this. So they really have a feel for who  
21 their customer is, what they want, what they are  
22 looking for, what they are doing.

23           The second thing that allows us is  
24 because of that knowledge, and this is probably true  
25 of virtually every private company, is we're able to  
1 react much faster than any governmental unit can. If

2 all of a sudden -- well, as an example, KOA has a  
3 totally new reservation registration program. It  
4 started about three years ago and it's been growing,  
5 and all of a sudden it crashed this year in June. We  
6 were putting so much business through it the computer  
7 wasn't big enough.

8 We had planned in our long-range plan  
9 to add a bigger computer in another two years.  
10 Private company, Jim Rogers, the president, made the  
11 decision overnight to spend the money and buy it. He  
12 didn't have to go ask for supplemental appropriations  
13 or anything else. Within a week we had a brand-new,  
14 big, new expensive machine handling everything.  
15 Those kind of things can be made on the corporate  
16 level. On the franchise level it also can be made  
17 that way even quicker.

18 I've kind of personalized here is one  
19 of the reasons I retired from KOA is I helped my son  
20 buy a KOA campground up at -- outside of Glacier  
21 Park. There's not a lot of employment in Montana,  
22 and he had gone to Florida to find work when he  
23 finished college. He worked for the Chuck E Cheese's  
24 Showbiz Corporation managing their businesses. The  
25 last one he was running was right on International

1 Drive in Orlando. He kept saying, I want to get back  
2 to Montana, I miss my skiing and I miss my mountains.  
3 So we helped him buy this campground right outside of  
4 Glacier Park and it really -- it's given me a chance  
5 to spend a lot of time on the campground and really  
6 see what happens. I am not very good at cleaning out  
7 toilets but pretty good on the marketing side of  
8 things.

9 Just as an example was this summer,  
10 his campground has a long road coming in. Every  
11 spring he has to hire a company to come in and oil it  
12 to keep the dust down because it's very light soil  
13 and just dust, but the one coating takes care of it  
14 for the summer. This guy came in this spring and he  
15 said, they've changed the laws and I can't use  
16 petroleum based oil products now. So I have a new  
17 product that's made out of pine pitch, and they put  
18 it down and within a week we could see that it wasn't  
19 going to do a whole heck of a lot.

20 It wasn't in his budget, but he had  
21 to -- but he called up a paving contractor and had  
22 them pave the part of the road where we had a real  
23 problem. This is, again, something a franchisee, a  
24 private owner can do that somebody managing an RV

25 park or campground for the Forest Service or whatever  
146  
1 can't.

2 We all heard the horror stories this  
3 morning, deferred maintenance and stuff, you know, I  
4 am not saying there isn't any on the private side,  
5 but we can move faster and we can react more quickly.  
6 So that's really one of our biggest pluses.  
7 Flexibility then is one of our strengths, you know,  
8 we can really move a lot faster on this sort of  
9 thing.

10 The next -- the thing is what have we  
11 learned in all of this and where can we go?

12 I have been working diligently with  
13 the federal land agencies now for ten years or  
14 whatever trying to develop partnerships where we  
15 actually take the private money and invest it on  
16 public land. I still think that's the answer to a  
17 lot of our problems.

18 Obviously, there's a lot of places  
19 where it shouldn't be, you know, the Forest  
20 Service -- I am not here to say that the government  
21 should be out of the campground business, but when  
22 the population starts demanding sewer hook-ups and  
23 flush toilets and electrical connections, 50 amp



24     electricals, those should be put out on bid to the  
25     private sector and bring in private capital to build  
1     them and operate them, and the private sector needs<sup>147</sup>  
2     to pay a reasonable fee for that use and for that  
3     land as well. There's some criteria that goes into  
4     that, but I really think that's, you know, the key.

5                     What will the future bring?

6                     Well, I think all we can do is look at  
7     the past, and the past is always a pretty good judger  
8     of a starting point. And we have all seen changes.  
9     You know, whoever thought about ATV's 15 years ago?  
10    Snow mobiles, what were those? What ever happened to  
11    my wooded outboard rowing boat with a five-horse  
12    Johnson on it, you know, these things all change, and  
13    I think that's what we have to be aware of is there's  
14    going to be changes in recreation. There's going to  
15    be changes in what people want, and I think we all  
16    need to work together as a partner, not just  
17    government to government, but include the private  
18    sector. Let us do what we can do good and provide  
19    capital and provide motivation.

20                    But just as an example of how much  
21    things change, we're really big on s'mores at KOA.  
22    And I am sure a lot of you as a kid went out and cut

23 a little stick and stuck your marshmallow on.

24 Y'all know what a s'more is, don't

25 you?

148

1 In fact, it's gone so far now that

2 some of the fancy restaurants in San Francisco are

3 serving them at the table. They bring you a little

4 hibachi and that works pretty good.

5 The point is we go out and we find an

6 old coat hanger and untwist it and use it, and that

7 worked great, but, gee, it got hot on your hands, but

8 that was an improvement, that was a change. Well,

9 now what we do, you know, people tend to go a lot

10 further, and this is kind of like a little thing that

11 you put over the fire, but talk about the height of

12 laziness, well, you just use your thumb and turn it.

13 So something as simple as a s'more has done that. I

14 can guarantee you that recreation is going to keep

15 changing.

16 Dave, do you want to give me a hand

17 and pass some of these out?

18 So, remember, things change and you

19 have got to be willing to change.

20 Thank you.

21 MR. BRUCE SHUPP: Thank you very much.

22 I couldn't wait to see what you did with that. You  
23 made a good point.

24 Next speaker is Charlie Tate. Charlie  
25 is the director of Tennessee Department Environmental  
1 Conservation Natural and Cultural Resource Management 149  
2 Program.

3 MR. CHARLIE TATE: Thanks a lot. I  
4 really appreciate the opportunity to be here today.  
5 I was telling my friend, Mark Fly, the professor at  
6 the University of Tennessee, more and more that I  
7 just really try to take advantage of all of these  
8 meetings because of the networking.

9 It's -- it seems like to me unrelated  
10 things, but even -- this is very related things and  
11 you pick up the best information and the greatest  
12 contacts that I use down the line. So I am sure I  
13 will be calling upon a lot of folks in here that I've  
14 spoken with about a lot of issues.

15 Sort of departure today, I don't have  
16 a Power Point presentation. I told someone that the  
17 pilot light on my computer went out and I didn't know  
18 how to light it. No, we're not that far behind  
19 technologically.

20 Now, this is not going to be a whiner

21 session, even though state parks have been in the  
22 news in Tennessee recently. And folks, we have gone  
23 through some tough times in Tennessee with state  
24 parks, I assure you that. I think what I am about to  
25 talk to you about though is the two sides of that,  
1 not only that we have gone through tough times. 150

2 I have been with the parks since 1973,  
3 and our problems have been dismal, but there is a  
4 bright side and the sun is rising. We're not there  
5 yet because we're still dealing with some of the old  
6 problems that were manifested, you know, in recent  
7 years, but we're under new leadership and I really am  
8 optimistic because we're doing some things that we  
9 haven't done ever in the history of our division,  
10 which we have been around since 1937.

11 We're responsible for the stewardship  
12 of almost 140,000 acres of state park land in  
13 Tennessee that range from pretty developed and highly  
14 developed too cultural sites, natural areas, rustic  
15 parks, day-use sites, and it's a pretty complex  
16 proposition.

17 And as we go through this, we will  
18 talk about some of the opportunities and problems,  
19 and even in the problems what's grown from that, you

20 know, the new opportunities. I would like to refer  
21 to it as sort of a renaissance in state parks because  
22 I think, and I am quoting Jim Fike, you know, he was  
23 with metro parks for quite a number of years, and he  
24 said there were a lot of things that appealed to him,  
25 even though he retired from metro parks, there was a  
1 lot of things that appealed to him, but when you 151  
2 bottom out there's no place to go but up, you know,  
3 he made a good point. He brings with that some  
4 really good ideas about how to get us back up and  
5 everything. So our role in outdoor recreation within  
6 Tennessee Valley, even though we have shown you a  
7 myriad of things that made our operation so complex,  
8 our purpose hasn't changed since 1937. No one has  
9 ever changed our organic legislation.

10 And to paraphrase, and I have given  
11 you our organic legislation in your handout, is to  
12 protect, preserve, and interpret Tennessee's natural,  
13 cultural, and scenic resources, and provide resource  
14 based recreational activities that leave resources,  
15 which we got this -- we stole this from the National  
16 Park Service, unimpaired or minimally impaired. I  
17 think you have some impact no matter what you do.

18 We have created a value statement.

19 All of this is being -- is being developed right now,  
20 but this is our thinking right now. In our value  
21 statement we believe there is inherent value in the  
22 natural environment, that the observation and  
23 experience of natural things removed from the hectic  
24 world of day-to-day existence can uplift and recreate  
25 human spirit. We also believe that there is value  
1 and physical reminders of our past. Without history<sup>152</sup>  
2 there is nothing upon which to base our understanding  
3 of the present nor our dreams of the future. Our  
4 natural and cultural resources provide context to our  
5 lives and make us whole. The intrinsic worth of  
6 these resources is beyond monetary consideration. We  
7 so value these things that we intend to preserve --  
8 preserve them and protect them, even in the face of  
9 whatever may be the fashion of the moment, to the end  
10 that all citizens, rich or poor, may enjoy them  
11 forever. And that was -- our resource manager came  
12 up with that vision statement.

13 We're driven by the mission found in  
14 the Tennessee Code Annotated, you also have that,  
15 which is to preserve and to protect Tennessee's  
16 natural, cultural, and scenic areas, and also has a  
17 preservation statement in there, which you can read,

18 as well as the responsibilities of our division  
19 employees, which does identify our range of  
20 responsibilities as being more than law enforcement,  
21 and it delineates that in the Code that you have got  
22 in the packet.

23                   You have got a -- some information  
24 about the structure, which is really important I  
25 think in this whole process. Jim Fike, who's the                   153  
1 deputy director of our department, Department of  
2 Environment and Conservation, which is a regulatory  
3 agency with groundwater, DOE, all of the other  
4 departments, regulatory departments of state  
5 government, also has state parks and a lot of the old  
6 conservation departments like archeology, geology.  
7 We don't have forestry, they are in agricultural now.

8                   But state parks, under Jim's  
9 responsibility in state parks he's broken our  
10 administrative units down in three -- the following  
11 are three directorships, the director of resort  
12 operations, which we're trying to change that  
13 monitor. We don't like the term resort operations  
14 because we feel it's misleading. Resort has a whole  
15 new connotation today when you consider spas and Palm  
16 Springs and different places and things that come

17     under that new definition of resort. So we're  
18     looking to change that monitor. But Andy Lyon, who  
19     has in excess of 27 years as a manager of Cumberland  
20     Mountain State Park, is the director of operations.

21             Mike Carlton, who has in excess of  
22     management of state parks, is the director of  
23     operations. I am the director of natural and  
24     cultural resource management, I have almost 28 years  
25     of experience. So that's a change right there. For  
1     the first time in history, we've brought those folks<sup>154</sup>  
2     in with a background, with history, with experience  
3     in state park management and various aspects of state  
4     park management.

5             The thing that I think I am most proud  
6     of under this section, believe it or not, with our  
7     mission you could probably assume that resource  
8     management would have been a very high calling, a  
9     high priority since 1937. Well, this is the first  
10    time in the history of our division that we have  
11    lofted resource management to a director level equal  
12    with operational things and the business aspects of  
13    state parks.

14            You have the breakdown in there. I  
15    have given you -- we have an archeologist, a



16 biologist, a historian. We have interpreters and  
17 interpretive staff, exhibit staff. We have a trails  
18 administrator. These are positions that didn't exist  
19 under the previous administration and only existed at  
20 a very low level prior to that time. So these people  
21 are about the business of looking out for the natural  
22 and cultural assets of the state park system,  
23 creating processes to assure that they're protected  
24 and get the top priority, that they are represented  
25 in every respect. Every time we turn a shovel full  
1 of earth in a state park, there's a process of review<sup>155</sup>  
2 that's never happened before in the history of our  
3 department.

4                   The factors that influence decisions  
5 about where and how to focus our efforts, well, I  
6 guess that's the motive of the meeting. If every  
7 agency focused on their core mission and minimized  
8 overlap, and I heard that term when I came in while  
9 ago earlier this morning, with its duplication of  
10 effort we would all be better off.

11                   Now, there's going to be some overlap,  
12 speaking of overlap, in each of these issues that I  
13 discuss in terms of a positive span and a negative  
14 span. I think one of the things that really is an

15     issue with us and is a very large determiner of what  
16     we do from here on in state parks is the fact that --  
17     I will talk about this again and will pursue this --  
18     is our efforts have become so scattered in Tennessee  
19     state parks. We have been -- you will hear this term  
20     again too, this all-things-to-all-people effort that  
21     we have put forth. We have got land, new approaches.  
22     We will consider anything. We will look and see what  
23     we can do if we've got the land base for it. We're  
24     very activity oriented or were up until now.

25                     We look at the activity before we do  
1     maintaining the integrity of the land. I think 156  
2     that's going to change. That's an issue that's  
3     really going to affect what we do in the future is  
4     pulling back and more clearly defining what we are,  
5     what we do. It will be a lot harder for us than it  
6     will the National Park Service who has maintained  
7     that for a long time.

8                     I think if we take a -- if we continue  
9     to take this scattered approach, we're going to end  
10    up with what we have right now, a lot of disgruntled  
11    park users who once participated in activities in  
12    certain state parks but no longer do because it lost  
13    that aesthetic quality, that atmosphere that they

14     went to that park for because we have tried to, you  
15     know, create a situation where we take care of so  
16     many users in one area.

17                     Again, to follow the theme here, we  
18     should work in partnership with all other recreation  
19     providers to make sure that we not only have a  
20     systemic approach to what we plan and what we do in  
21     our parks and staying within our niche and our  
22     purpose, make sure that we integrate that with other  
23     agencies, much like the recreation opportunity  
24     spectrum that you -- as a matter of fact, I saw that  
25     video Mark Fly gave me and shared with me a copy of  
1     that video, and we're taking that into consideration<sup>157</sup>  
2     very much as far as developing a new plan that  
3     hopefully we can make ironclad because we think  
4     that's a solid approach to recreation, you know,  
5     looking at total availability and not trying to  
6     duplicate everything in every area.

7                     The strength of our program. Well, I  
8     think certainly what we have gone through recently is  
9     a testament to this, our staff. It never ceases to  
10    amaze me -- one of the things that Jim Fike, who came  
11    from metro parks and how well they were paid, Jim  
12    Fike noticed that these guys, for our requirements to

13 be so stringent, makes such low salaries. The State  
14 of Tennessee is not known for paying its folks very  
15 well. We still require degreed people in every major  
16 area. From middle management on we require college  
17 degrees, which is not true with a lot of park systems  
18 around the country today.

19 So our people are our strength, the  
20 dedication that we get out of these people who work  
21 under some pretty adverse conditions, like -- a close  
22 example would be Bob Fulcher, a trail that goes  
23 border to border in Tennessee, in fact, 330 miles  
24 eventually, a manager and two rangers with no  
25 clerical help and no maintenance support of any kind,  
1 yet, these guys go to work every day. 158

2 Significant natural and cultural  
3 resources even today, but we're reinstituting -- it  
4 sounds like a contradiction since they -- I almost  
5 said confiscated. The Governor wouldn't like me  
6 saying that, would he? Since the land acquisition  
7 funding has been impounded for a few years, we still  
8 think there's going to be some mechanisms out there  
9 to get land.

10 It's imperative that we do within the  
11 next four years because right now, according to our

12 parks and Greenways Foundation, Tennessee is the  
13 sixth worst in the country for losing open space. So  
14 it's being chewed up as we speak, but we have got  
15 significant natural and cultural resources in our  
16 140,000 acres but there's more to gain.

17 A growing volunteer spirit in state  
18 parks. We just hired our first volunteer coordinator  
19 whose responsibility is going to be to establish and  
20 institute a volunteer program much like our model,  
21 one of our role models, Georgia state parks. Chuck  
22 Gregory and those guys down there have done a  
23 phenomenal job because they bring people in the state  
24 parks from various walks of life who are not  
25 volunteers but unpaid staff. They are given  
1 uniforms. They are given responsibility. They allow  
2 a lot of folks who are in retirement to do something  
3 they have always done, and that's to be a park  
4 ranger, and that's a goal of ours, to allow these  
5 folks to come in and do this and give them that  
6 responsibility, establish -- enabling legislation  
7 that supports that so they know that they are  
8 appreciated. A lot of these folks will pull their  
9 full -- almost full shifts as volunteers.

10 I think in Florida -- I was in Tampa

11 last year, and I think I offended a lady when I  
12 called her a volunteer because she said, I am unpaid  
13 staff. She remembered that. She said, as a matter  
14 of fact, we do a lot more than a lot of the paid  
15 staff. So she had strong feelings.

16 Partnerships, we have got 20 friends  
17 groups, and that number is growing. Every month we  
18 get more and more. That's something that -- if a  
19 park system doesn't have friends, you're going to  
20 need them in the future. Those guys makes all sorts  
21 of contributions from land acquisitions to manning a  
22 reception desk and pulling shifts themselves.

23 Looking at the possibility of  
24 outsourcing, I think state parks and every park  
25 system ought to look at what you can outsource to  
1 save tax dollars, but our rule of thumb, and I think 160  
2 it's generally held with most agencies around the  
3 country, the one thing you don't outsource is your  
4 core mission, don't outsource that because you lose  
5 something when you do that, but there are a lot of  
6 ways that you can outsource things in your park  
7 system.

8 Lessons learned and challenges are  
9 kind of something I have kind of, you know, combined.

10     Some of the things that we -- through the years that  
11     we have known this, but it's gathered emphasis and  
12     impotence, whoa, where did they come from, adherence  
13     to the -- you have got to adhere to your mission.  
14     There's -- you cannot become standard, which we have  
15     already discussed that.

16                 One thing that we have got to do, and  
17     this is an administration, I don't know what the  
18     answer is, but they are awfully -- it's a conviction  
19     that we have got to get some continuity in state park  
20     management and administration. In 30 years we have  
21     had ten directors, that's an average of three years  
22     per director. TWRA has had one director for -- going  
23     on 30 years, and believe me, that's -- every one of  
24     these guys come in with a new direction, a  
25     brand-new -- they start -- you know, they have got  
1     their own agenda. 161

2                 As I already mentioned, some of the  
3     challenges is the burgeoning population and resulting  
4     impact on state parks, which is still going to be  
5     pressure to increase usage, that's going to bring  
6     about that, that aspect. We have got to learn how to  
7     deal with our own history of bad decisions, and I  
8     think every agency in here could probably say the

9 same thing, but we have really got to deal -- when we  
10 stand for this, yet we do this, they are sort of a  
11 dichotomy here.

12 Meeting the needs of an increasingly  
13 cultural diverse state, we need a planning process  
14 that provides the mechanism for needed modifications  
15 as time goes on and you look at changing needs, but  
16 yet, it's ironclad enough to maintain resource  
17 protection and integrity for the overall program, and  
18 we do not have that at the present time.

19 We have got to create it and make  
20 it -- and put it into statute, it's got to become  
21 law, otherwise, part of that turnover with every  
22 administration because they all want to do their own  
23 master plan. We can no longer afford recreation by  
24 chance. We have got to have a plan.

25 And one of the things -- the  
1 challenges that I say that we face too that really -- 162  
2 and this will be the last thing and I will sit down  
3 and shut up here. We found that even under  
4 incredibly bad times, and everybody agrees when  
5 change comes about and it's good change and the old  
6 days are over and we're going to really make some  
7 headway and rebuild this park system, in the process



8 of living in a shell or sitting low in the water, or  
9 whatever you want to call it, for so long, these  
10 people become -- these staff members become  
11 self-reliant because there's no communication and  
12 they -- they are in existence mode. There's no word,  
13 there's no structure, so we will take care and do  
14 things the best way we can, which is commendable.

15 The problem we're facing right now is  
16 that these very dedicated people who evolved in that  
17 way and survived that way, keeping their park up and  
18 going and trying to meet the needs as they see them  
19 with no central authority or no central structure,  
20 all of a sudden when you try to pull these people  
21 back together they -- you meet resistance, even  
22 though they agree that everything is going the right  
23 way and, you know, we're heading back on the right  
24 path, they still are reluctant to give up that  
25 independence because they look at it like they earned  
1 it, they survived, and they want to be part of it but <sup>163</sup>  
2 still there's that reluctance. We found that's  
3 something that's kind of a strange situation for us  
4 right now, and we're dealing with that the best way  
5 we can.

6 I will be here to answer further

7 questions. I have other things to bring up, but  
8 maybe we will get it in questions later. It's great  
9 to be back. I think we're -- all of our state parks  
10 are open. The greatest damage was done whenever  
11 state parks were closed. It created a problem with  
12 our credibility.

13 When you're a preservation agency and  
14 you tell folks that you're going to preserve this  
15 forever and the first thing you know you're divesting  
16 land and you're closing parks down, you will be  
17 surprised what that does to your overall credibility.

18 So it's going to be a long time  
19 because we still have folks who ask us if all of our  
20 parks are open, still to this day, even though we put  
21 out press releases and everything is going. There's  
22 this trust and this credibility. Our campgrounds are  
23 no longer absolutely filled even on holidays now  
24 because they have had experiences when they came to  
25 our parks and they were closed on holidays. So it  
1 takes a long time to get back that credibility lost 164  
2 during that time.

3 Thank you so much and I look forward  
4 to the questions and answers. Thank you.

5 MR. BRUCE SHUPP: Thank you. Our next

6 speaker is Jerry Mitchell. Jerry is the  
7 administrator of the Department of Parks, Recreation,  
8 Arts, and Culture for the City of Chattanooga.

9 Jerry.

10 MR. JERRY MITCHELL: I just want to  
11 say thank you very much for the opportunity to speak  
12 today. I really have enjoyed hearing from federal,  
13 state, and now Kitty and I will try to take care and  
14 do justice to the local level of governments.

15 Common themes throughout these  
16 presentations, both in opportunities and needs and  
17 desires, and I think that this is a great step for  
18 partnership and I would like to personally encourage  
19 TVA to try to keep this momentum building and moving.  
20 I think personally that this council is a good idea.

21 I am going to go ahead and answer  
22 about three of these questions, not necessarily in  
23 the order you asked them to me to answer, but our  
24 role in outdoor education, this is our mission, meet  
25 recreational needs of our citizens by providing  
1 quality programs and attractive, well-maintained  
2 parks and facilities, that's our mission, and we feel  
3 like that's our role and we try to succeed in that.

4 The three key factors that drive our

5     role in outdoor recreation is customers needs. We  
6     truly try to be customer driven. I know that as an  
7     agency there are always factors that you have to be  
8     balanced with, but we look at those as opportunities  
9     and we truly try to be customer driven and listen to  
10    our customers. We also try not to do duplicate what  
11    others are doing. I know we have heard that before  
12    today.

13                   Natural geographic beauty, I guess  
14    anybody in this room that's lucky enough to live in  
15    this watershed probably feels the same way as I do  
16    about this, the natural geographic beauty. It is  
17    truly God given, and we would like to, in  
18    Chattanooga, take best advantage of it as we can, of  
19    course, trying to be conservation minded at the same  
20    time.

21                   Also, the third factor is economic  
22    development. Everybody in this current  
23    administration within the City of Chattanooga's No. 1  
24    target is economic development, and I guess my main  
25    role is going after that 1.2 to one dollars. We have  
1    other folks within administration, Kate, that go  
2    after the 1.7 to one as it relates to industrial  
3    development, but what we have here -- and Doug, I

4 think you said it very, very well earlier, we're out  
5 to try to create memories, that is so important.

6 And surveys show that if you are in a  
7 location and you focus on quality of life and you  
8 create a good memory for someone, the chances are  
9 greatly increased that some day not only will they  
10 come back time and time again, but perhaps at some  
11 point in their life they will choose to try to live  
12 there. So I think the benefit of a memory is that.  
13 Of course, I don't guess you have a lot of people  
14 living in the forest, but more than you want maybe.

15 Our outdoor recreation program  
16 strengths, knowledge of our natural resources,  
17 knowledge of our customer base, leadership from  
18 elected officials. We have been very, very fortunate  
19 in the last several years to have great leadership  
20 from elected officials in our community, support from  
21 local businesses which leads to probably our greatest  
22 strength that Chattanooga has, and that's our  
23 successful history with public/private partnerships.  
24 Good examples, of course, is the Tennessee Aquarium.

25 I was speaking to Rick earlier, of  
1 course, and when we put that together in the early 167  
2 '90s, you know, nobody thought anybody would go to a

3 fish tank, but obviously a million -- over a million  
4 people a year for the last ten years is a pretty good  
5 impact. Coolidge Park, which we built on right on  
6 the Tennessee River is another example. We probably  
7 get close to a half million visitors there every  
8 year.

9                   The very first one that people laughed  
10 at Chattanooga at is when we had this old bridge that  
11 was falling down called the Walnut Street Bridge.  
12 Some folks got together from a private sector and  
13 said, you know, we ought to save that and create a  
14 walking bridge, just let people walk across the river  
15 and give them a chance to look down. Everybody was  
16 like, who wants to walk across a bridge, and I think  
17 that probably is one of the greatest symbols of our  
18 city right now. Nashville, I think, just built one  
19 that kind of helped duplicate that.

20                   And then, of course, there's what  
21 we're doing right now is the 21st Century Waterfront  
22 Project, and, you know, I want to spend a few minutes  
23 talking about it. This is something we started -- in  
24 May of 2002 we started planning this. And if a  
25 question comes up in your mind I am going to answer  
1 it because this has to do with some major

2     developments and change on our waterfront. And I  
3     will let you know that TVA, of course, Georgia is  
4     gone, the Corps of Engineers, Department of  
5     Environment and Conservation have been super at  
6     helping us, you know, pass the regulations and get  
7     through. They have been true partners with us and  
8     they have been very, very helpful with this.

9                     We started in May of 2002. After the  
10    close of Riverbend in June of this year we have  
11    broken ground. So we have already started it. This  
12    is a project that -- I am going to try this. I was  
13    told that it doesn't work very well. This is the  
14    north side of the river. Here's Cooledge Park I was  
15    speaking about earlier. This is an old industrial  
16    site called the GE Roper site. We have a contract on  
17    that. And then basically we're running from here all  
18    the way up to the bluff, and we're going to have that  
19    all done by May 2005 and redone. I am going to show  
20    you a few pictures that will demonstrate it.

21                    I just wanted to give you these right  
22    here. This shows the west side of it, but if you see  
23    these yellow areas, these are also areas that aren't  
24    included in what is a \$120 million development, both  
25    privately and publicly funded, about half and half.

1 Those are areas that are set aside for additional  
2 private development because we believe what we're  
3 doing here will create those opportunities.

4 And we just did RFP's in this site.

5 This site were taken by private developers. What  
6 these will be, this is a parking garage with retail  
7 on the first floor and then housing right here facing  
8 the river. This is housing, all housing, with a  
9 little retail area right here, and both -- we have  
10 got two different private developers working on those  
11 already. So it's already starting, even though what  
12 we've only done so far, and Rick can attest to this,  
13 is close this road and make it hard for tourists and  
14 people that live there to get around in town. We're  
15 just working on moving that road right now, but we  
16 have already seen the benefits of that.

17 This is the east side. This right  
18 here I will show you a little slide of it later,  
19 \$30 million Aquarium expansion, \$20 million Hunter  
20 Museum of American Art expansion. These all will be  
21 housing and retail offices opportunities here.

22 The main thing I want to point out  
23 here is -- this gives you sort of an overall view of  
24 it. And as it relates to water and what we heard



25 from folks when we were doing the planning of this,  
1 we really weren't boater friendly and we wanted to 170  
2 become more boater friendly. So we're redoing this  
3 small marina. We're putting more floaters out. This  
4 is a floater along the edge. If you see this hard  
5 edge here, that's going -- that's all going to be  
6 with electricity and water. Of course, we have a  
7 pump-out station down here they can use. That will  
8 be something that transient boaters can tie up to and  
9 stay.

10 Here's where the permit process came  
11 in. The actual shoreline is right there. We're  
12 actually dredging here and filling there. So we're  
13 actually coming out, but we had a large permit  
14 process with that, and again, TVA was very, very  
15 helpful.

16 This is just another picture here of  
17 down where the marina is going to be there. This is  
18 called the forest area. That is something that we  
19 are going to actually move our Riverboat from up here  
20 and move it down there by the bridge to create better  
21 access.

22 This is called the green. This is  
23 going to be an area that is right in the middle.

24 This is probably a better view of it right here.

25 This is our pier. We also made a commitment -- did a 171  
1 public art plan and finished it just very, very  
2 recently. With this \$120 million came a 1 percent  
3 commitment or \$1.2 million to go towards public art  
4 on the waterfront.

5                   These mast here you see has changed.  
6 There's going to be more of them now and they are  
7 going to be light mast. We actually hired an artist  
8 to create something that is actually art on that  
9 pier.

10                   Here's the Aquarium, \$30 million.  
11 This thing -- we did surveys and what they said was  
12 here, because this is about a fresh water tank, they  
13 said it's a great experience, why would you come  
14 back, well, we want to see big fish. So we have got  
15 a salt water tank in there of about a half million  
16 gallons. This up here was an addition to it, it's  
17 going to be a butterfly garden, which people said  
18 they would like to see also.

19                   Creative Discovery Museum is one of  
20 the private partners here, and they are about \$3  
21 million expansion here. And please notice that roof  
22 right there, I am going to refer to it a little bit

23 later. They have created learning experiences for  
24 children through history and science. And one of  
25 them, of course, is river play which shows the  
1 dynamics of water and elements of our history with 172  
2 the Riverboat.

3 This one is what they are going to do  
4 next. It's going to be on the roof actually. And  
5 with wind and sound and light and things like that  
6 they are going to demonstrate to kids through fun  
7 experiences science.

8 This is something very interesting.  
9 That's the Market Street Bridge right. That's the  
10 Aquarium expansion. Right here you will be able to  
11 walk under Riverfront Parkway right down to the  
12 water's edge. What this is also is an approximate  
13 spot of embarkation area of Trails of Tears.

14 So what we have done here to not only  
15 tell the story of one of the biggest national  
16 tragedies, I believe, in our history, but also  
17 celebrate Southeastern Native American art. We have  
18 hired some -- a group of artists from Oklahoma of the  
19 Cherokee Nation to come in and develop some art for  
20 us here and do some interpretation for us here. We  
21 are bringing them in on that.



21 a view of the wetlands park, the walkway along the  
22 water. Up on the upper part we're going to create  
23 some form of adventure playground for families and  
24 kids to enjoy. That's pretty much it for that. I am  
25 going to move on now.

174

1 Lessons learned, this is back to the  
2 questions in defining a strategic direction.  
3 Obviously first you must have a vision. A vision  
4 leads to creating a plan always. This is not  
5 something we have just done on the 21st First Century  
6 Waterfront.

7 Again, it goes back to the early '80s  
8 to mid '80s when Chattanooga was one of the dirtiest  
9 cities in America from our industrial pollution and  
10 things like that, but you always seek public input.  
11 You can't move forward without buy-in from the group  
12 you're trying to serve.

13 Be open to suggestion and comments, a  
14 good plan is one that incorporates many ideas for one  
15 common goal. Today around this table and groups we  
16 can come up with some great planning to help us get  
17 rid of duplication, to help us gain access, to help  
18 us conserve, to help us conform and -- inform and  
19 educate if we come up with the many ideas for one

20 common goal.

21 Create strategic partnerships, I want  
22 to talk a little bit more about that, again, with the  
23 folks that are in this room, and then you have got to  
24 work the plan. Once you have spent the time, don't  
25 sit it up on a shelf, work the plan.

175

1 And this is part of something that  
2 came out of that. I guess -- and I am going to let  
3 Kitty talk a little bit more because I know they have  
4 got green belts and greenways, but we do have a  
5 greenway system. Obviously we're probably 45 minutes  
6 away from being able to climb a mountain, to be able  
7 to hang glide, to be able to cave, to be able to get  
8 on a tributary in the Tennessee River and get in a  
9 boat, probably go hour an hour and a half away and  
10 then you've got some real white water working. So we  
11 wanted to take advantage of that, better advantage of  
12 that.

13 So, again, leadership from our mayor,  
14 he pretty much has done his job with the waterfront,  
15 other than going down once in awhile and asking, is  
16 it going to be done by 2005. So it was his vision to  
17 create outdoor initiative that will basically  
18 create -- will make Chattanooga, I will say, a green

19 destination, and I will get into that.

20 I just wanted to show you this because  
21 it was sort of interesting to me about a web site.  
22 We actually had a private entrepreneur that lives in  
23 Chattanooga and he had this web site called Outdoor  
24 Chattanooga. What he was doing with it is fulfilling  
25 folks that wanted to come around to our community and  
1 do some adventure trips and things like that. 176

2 He donated that to us, a lot of work  
3 and money and time and investment that went into  
4 that. What we're doing is we're just adjusting it a  
5 little bit that -- and what we will do is be more  
6 informational and educational.

7 As you can see up there looking for  
8 something to do, whether it be fishing, camping,  
9 backpacking, you know, you can click on that and we  
10 will have something in there that says what's the  
11 skill level you're interested in, beginner,  
12 intermediate and -- or advanced or family, and that's  
13 very, very important. So I just wanted to show you  
14 this to show you that there are things on the  
15 internet that are being done. I love to see these  
16 maps, and I want to get with TVA and see if we can  
17 link those and see if we can work together on those.





17 Park Service.

18                   And our challenges for the next ten  
19 years are information and education, access and  
20 breaking down turf. It sounds like turf is already  
21 being broken down here with what I have heard today.  
22 That's access to information. That's access to  
23 property.

24                   There's one piece of property right  
25 now that TVA actually owns that's close to  
1                   Chickamauga Dam that I have had the mountain bikers  
2                   of the Chattanooga Bike Club come to me and say, can  
3                   you get us into TVA to ask if we can build trails and  
4                   bring the International Mountain Biking Association  
5                   in to help build trails. So that's something that  
6                   possibly we could talk about. And we would love to  
7                   help maintain those. And conservation.

8                   I think that everything that we do as  
9                   we inform and educate and we go ahead and give  
10                  access, I think that we have to be key in the front  
11                  of our minds to always conserve what we're doing so  
12                  that the next generations will be able to enjoy it.

13                   Thank you.

14                   MR. BRUCE SHUPP: Thank you, Jerry.

15                  Kitty is the manager of parks and recreation for the

16 City of Kingsport. So we have another city  
17 presentation coming up. Okay. Let's give Kitty our  
18 undivided attention.

19 MS. KITTY FRAZIER: We're going to  
20 talk today a little bit about your local community  
21 parks, recreation agencies and how it fits into the  
22 view of TVA and the valley and everything. Don't  
23 think about it just from what I say related to  
24 Kingsport. Think about it and how it relates to your  
25 community, where you live, where you work, and where  
1 you play hopefully. I think these three words 179  
2 represent that.

3 This is a basic mission statement for  
4 our community, but it could apply to almost any  
5 community in the United States, especially throughout  
6 the Tennessee Valley. We are here to provide the  
7 people, the facilities, and the programs for leisure  
8 services.

9 What is our role within the Tennessee  
10 Valley, to provide a comprehensive recreation  
11 program, whether it be sports, aquatics, historic  
12 sites, land preservation, extreme sports, whatever it  
13 may be, we are the local provider for a multitude of  
14 services within your community.

15                   One way we do that is to provide the  
16   opportunity to acquire and protect the natural lands  
17   around us. We are the preservation in your local  
18   community for those public spaces. In Kingsport, for  
19   example, we have Bays Mountain Park, which is a 3,000  
20   acre nature preserve. We're very fortunate to have  
21   that. It's actually the third largest municipal park  
22   in the country, but most communities don't have that.  
23   They will have smaller parks. You will have your  
24   neighbor parks. You'll have your land resources that  
25   you will use as a public agency.

180

1                   You also have the preservation of  
2   those spaces for the environmental protection for the  
3   clean water, clean air, and just that green space  
4   close to home that's always important to each of us.

5                   One way we also play an important role  
6   is working with developing a community partnership.  
7   We have to be an integral part of the total  
8   community. We cannot live as an island within  
9   ourselves in public recreation. We have to partner.  
10   We will not survive if we do not do that.

11                  You've heard partnerships all day, and  
12   by the time I finish you will probably be able to say  
13   spell it backwards because I'm going to say it over

14 and over again, partnerships are the future and  
15 partnerships are what make us the reality of what we  
16 can do in today's world.

17 This is an example of a partnership we  
18 shared with TVA many years ago. We created an  
19 opportunity to share with the recreation services to  
20 develop a greenway plan for Kingsport. This initial  
21 step helped us take the first step we needed to  
22 develop a greenway system that now is the most  
23 popular project we have in our community. The city  
24 has committed over a million dollars to it. We also  
25 have over a million dollars in federal and state  
1 grants that have gone toward it. It definitely is, <sup>181</sup>  
2 you know, the pinnacle of what we try to represent,  
3 and we would never have had this had it not been for  
4 TVA's involvement initially.

5 What drives our role in outdoor  
6 recreation? We are definitely a customer service  
7 oriented business. Our citizens tell us what they  
8 need and what they want.

9 And how do we find out that  
10 information? One way is through interest surveys.  
11 We do this on-line. We've done this through programs  
12 that we offer. We also do it on the sites that we

13 have, programs going in. We do it through the  
14 newspapers. There's a lot of varieties of ways, but  
15 we ask our citizens, what do you wish us to do and  
16 how do you wish us to share with you the  
17 opportunities we have got, the education, the  
18 experiences, and the resources available in our  
19 community.

20 Another way of doing that is through  
21 public hearings. You have public planning processes.  
22 We just recently were involved in the state  
23 recreation plan and the hearings that they conducted  
24 across Tennessee, and that would be very valuable for  
25 us as far as our planning purposes go. You have your  
1 planning offices and departments locally that will do<sup>182</sup>  
2 that, too, as well as input sessions. Just a month  
3 ago we did a local input session about how to build a  
4 skate park in Kingsport and what did the citizens  
5 want in that land value added opportunity for us.

6 Then ultimately what defines that is  
7 how do people participate. Once you do all of these  
8 things, what is their interest? Do they show you  
9 that they are actually enjoying it and it's something  
10 they want? The old adage of build it and they will  
11 come is not necessarily true. You really need to

12 know what it is you need to build and then they will  
13 come.

14 Another part of that is developing our  
15 resources locally into the programs that we have, and  
16 what do we have? Well, the Tennessee Valley has an  
17 abundant resource of land obviously and great land  
18 resources. As far as the natural landscape in the  
19 Kingsport area, across Tennessee, Georgia, you name  
20 it, everyone has something from which they can bank  
21 up to use what's locally most indigenous to that  
22 area.

23 You've got lakes, rivers, and streams  
24 throughout the Tennessee Valley which are very  
25 important to us. We have many rivers that run  
1 through. We have the lakes. Fort Patrick Henry is 183  
2 near us. We have state parks that have a wonderful  
3 lake around them. We utilize those in developing the  
4 programs and services to our community.

5 There's natural vegetation and  
6 landscaping. We're tree city USA. We don't want to  
7 look like something in California. We want to look  
8 like what's in Kingsport.

9 Historic preservation, the Tennessee  
10 Valley, especially Tennessee, has an abundance of

11 historic sites. We want to capitalize on that and  
12 use that to educate people about our past which will  
13 help lead us to the future.

14 Then you have wildlife, that's a part  
15 of our daily life, too. Some of it can be good.  
16 Some of it can be challenging. How many people have  
17 geese that are on their natural areas as far as their  
18 lakes and waterways? You will find in your community  
19 that half the people love them and half the people  
20 hate them, but that's part of the challenge to us in  
21 local recreation is to provide that balance and try  
22 to define how that works for our local citizens.

23 One way we have also done that in  
24 Kingsport is to capitalize on what is native to our  
25 area. We have a Blue Bird Society which evolved  
1 because of our greenway system. We estimate over two<sup>184</sup>  
2 to 3,000 hatchlings each year through the Blue Bird  
3 program that we have incorporated, and that's because  
4 blue birds are very native to our area.

5 What types of things will factor into  
6 the decisions we make about where we go into the  
7 future? Available land is definitely an issue to us.  
8 As an example, there's a sports field development  
9 that we are trying to do that's currently underway,

10 but when we went out and tried to find 30 to  
11 40 acres, which was minimum, this is not a large  
12 development like you would find in a large city, this  
13 is very average, it's very hard to find 30 to 40  
14 acres of development land, developable land that is  
15 flat or not full of rocks or not wetlands in East  
16 Tennessee. So available land to do the programs that  
17 our community says they want is very important.

18 And then you have, like we said, Bays  
19 Mountain, a 3,000 acre nature preserve. I wonder  
20 today if someone would go out and offer 3,000 acres  
21 to us as they did about 50 years ago, it's unlikely.

22 Economics certainly will drive us into  
23 the future. Local funding resources are being  
24 downsized all across the country. On the local level  
25 we are seeing that we are back to the staffing levels  
1 of 1992. We are told constantly to do more with <sup>185</sup>  
2 less, and it's a challenge of how you do that, how to  
3 be more sufficient, how to use the resources that you  
4 have.

5 Grants, foundations, and donations,  
6 the State of Tennessee this last year chose to take  
7 one of the local recreation and park funds and absorb  
8 it into the state budget to allow to cover for



9 deficits. That was very damaging to the local  
10 recreation agencies, and we hope that will change in  
11 the future.

12 We are seeing constant battles with  
13 federal government trying to establish and maintain  
14 the grant programs that we have. I am asked daily to  
15 write a letter or to call my congressman or to talk  
16 to someone about the importance it is to us to have  
17 those funding sources.

18 Tourism is an important aspect to us.  
19 You may not think about that in your local recreation  
20 program but it is. We constantly strive to figure  
21 out a way to balance what is good for the local  
22 citizen as well as attract someone to our community.

23 Maybe they will come to visit for an  
24 AAU baseball tournament. Well, that means we have to  
25 have baseball fields. We are using our golf courses  
1 for cross-country meets now. Those are things that  
2 we try to provide but increases the tourism  
3 opportunity, which then increases the revenue to the  
4 local community.

5 An average tourist for a sporting  
6 event will spend about \$80 a day in your community  
7 when they are there buying food, gasoline, lodging,

8 those type of things, that helps us on our local  
9 economy.

10 We also hope some of those visitors  
11 will look at us and go, wow, this is a great place, I  
12 am going to live here, and I think that can happen  
13 very easily. Just yesterday we were interviewing for  
14 skate park consultants and a gentleman that was there  
15 was from California, and he said, please give me this  
16 job just so I can come back and visit and so I can  
17 bring my family. We would love to live here. He  
18 said, I forgot how nice it was to have a yard. He  
19 said, I look at smog and I look at concrete every  
20 day. He said, I used to live in a community where I  
21 had a yard and I miss it.

22 Then partnerships. Again, this is on  
23 the local level, something we're doing. It's a  
24 renewal campaign where a community is providing us  
25 \$13 million in campaign fund raising to help develop  
1 a YMCA and three park areas that we have. This is<sup>187</sup>  
2 taking advantage of a local opportunity. We didn't  
3 initiate this. This is citizen driven, but without  
4 those resources those parks would not happen.

5 Another thing that will be a factor is  
6 the regulations that we all have internally and

7 externally. Land use planning, whether it be zoning,  
8 planning development, annexation, in Tennessee there  
9 are some smart growth laws that limit how far we can  
10 annex. So, therefore, our community is bound in by  
11 the land base that's available to us.

12 And permits, internally and  
13 externally. We have programs that are constantly  
14 having to look at permitting, whether it be wetlands,  
15 whether it be the land base or stabilization or clean  
16 water, and each of you are involved in that too, and  
17 that can be great because it protects our  
18 environment, but it also can be so restrictive that  
19 the project dies on the vine if we're not very  
20 careful of how we do that.

21 It's very difficult on the local level  
22 sometimes to navigate the land mines of how do you  
23 go, where do you go, who do you go to. That one  
24 sports field project I was mentioning a minute ago  
25 has 20 plus permits already, and I have no idea how  
1 many more there will be before I finish. 188

2 What are the strengths of the  
3 recreation program across the Tennessee Valley?  
4 Well, I think most of your local communities probably  
5 do a very good job in long-range planning. They

6 don't just happen to have things out there. It  
7 doesn't just occur overnight. It takes some  
8 visioning and looking ahead.

9                   This is an example of one of the  
10 things we've done, a green summit that was held in  
11 Kingsport that eventually identified the need for  
12 additional beautification and landscaping and  
13 preservation of our land basis within Kingsport as a  
14 high priority to our citizens.

15                   There's diversity every place you look  
16 in your local recreation programs, whether it be  
17 sports filled outdoor programming, historic sites as  
18 I mentioned before, trails, greenways, it is there  
19 for everyone to take an opportunity to enjoy.

20                   But we also have to remember what it's  
21 all about, and this is basically it, children  
22 laughing and playing, people enjoying their leisure  
23 time, that is the primary purpose of what we serve.

24                   Another thing I think your local  
25 recreation agency probably does very well is take  
1 advantage of the resources around them. We have  
2 natural beauty in the Tennessee Valley to which we  
3 can incorporate into our programs and enhance at  
4 every turn that we go. Parks are our gift to the

5 next generation, and we should never forget that.

6 Another thing we all do very well,  
7 again, is partnership, that word that I mentioned  
8 before. Here's an example of the one that we have  
9 underway that is very complex in our community. It's  
10 a 14-acre parcel of land along our greenway in which  
11 we hope to develop a meadow garden, which you can't  
12 see the specifics on this, but it will be a  
13 beautification area with trails.

14 It will be a partnership between TVA.  
15 It will be a partnership between the local Rotary  
16 Club, the Chamber of Commerce, the City of Kingsport,  
17 Master Gardners, and about eight other partners are  
18 working on this to make this a reality. Without this  
19 partnership, this project would not evolve.

20 What lessons have we learned as we go  
21 through all of this process? Create a vision, I  
22 think Jerry mentioned that. This was a visioning  
23 process that Kingsport did a few years ago, and out  
24 of that came a very high priority of green belt parks  
25 and trails for our community. I will say that we  
1 copied what Chattanooga did. They gave us the first  
2 lead in to how create a community vision. If there  
3 isn't a vision, as this says, the people will perish.

4                   Another thing we have learned is to  
5    take baby steps. We always want things to happen  
6    today, immediately. We want to build that park. We  
7    want it all to happen, but it probably will not. So  
8    we have had to learn over the years how to find those  
9    steps you can take along the way that will eventually  
10   lead you to where you need to be.

11                  On our greenway, for example, we  
12   started out 15 years ago thinking this is going to be  
13   a five-year plan, we're going to have it all done.  
14   Fifteen years later we're still working on it. I  
15   still have the same chairman on my advisory committee  
16   and he keeps saying, now, how long is my tenure on  
17   this project, but he still loves it and there's still  
18   a passion.

19                  What they found out is you can't just  
20   go out and just steam roll people. You have got to  
21   buy into the project. You have got to get the land  
22   when it's available. You've got to develop what you  
23   can when you can. So sometimes it's taking advantage  
24   of those opportunities as they arise and not  
25   necessarily just moving forward because you think  
1   you're supposed to. 191

2                   What challenges will we face in the

3 next ten years? Changing customer expectations, this  
4 one I could spend all day on, but I will give you a  
5 highlight on a few of those. National trends have  
6 shown that we are an instant gratification society.

7 Think about it, we go to Wal-Mart and  
8 we want to buy everything, have our car worked on,  
9 get our groceries, buy our home supplies, whatever it  
10 is all in one place. Then we go to McDonald's, we  
11 want fast service, instant service, instant  
12 messaging, voice mail. Everything has to be now. It  
13 has to be convenient. It has to be high quality. It  
14 has to be quick service. That is what is affecting  
15 how we deliver our services. I think quality has  
16 always been important to people, but how you deliver  
17 that service now has changed.

18 Think about the time when you used to  
19 see picnic tables along the interstate, do you  
20 remember that? People would stop and have a picnic.  
21 Would anyone hardly do that today? If there's not a  
22 Kentucky Fried along the way that you can get a  
23 bucket of chicken and it's close to something else  
24 and it's convenient and it's in the shade, and  
25 that's -- I don't have time for that, that is the  
1 different way of how we deliver the same service.

2                   Now if you have a park shelter, next  
3   to it has to be a parking lot close enough for me to  
4   pull my SUV, get my cooler out of the back and just  
5   roll it over to the picnic table, a place for the  
6   kids to play, and the bathroom has to be really close  
7   too, and there's water fountains. And oh, by the  
8   way, get I've got to get Johnny to soccer practice in  
9   about an hour, so I can't go too far away from home.  
10   And that's the reality of the world we live in and  
11   the daily service of providing recreation needs.

12                   Changing demographics, someone said  
13   earlier today that they thought in their customer  
14   service base that it was the younger generation. In  
15   our customer base we're seeing an older generation.  
16   I didn't used to have to think about what an  
17   84-year-old man would want to do walking on a green  
18   belt. Now I do. What is his needs? What does he  
19   want? Why he is there? How do I best provide that  
20   service?

21                   We also have early retirees. Many  
22   companies are downsizing and people are retiring  
23   early. So what does a person want to do in their  
24   leisure time in their early 50's that might have been  
25   working in previous years but now has time on their



1 hands?

2                   Qualified work force, we're seeing  
3 that you have your year-round schools. You have that  
4 opportunity where your summer programming is  
5 different, that you don't have access to the students  
6 that you used to have. Also, there is much more  
7 competition for that hourly wage job. There are a  
8 lot of opportunities at Burger King or wherever it  
9 may be, fast food restaurants.

10                   So very often we will have summer  
11 employees that will work a week and go, you know,  
12 this isn't much fun. This is kind of hard being out  
13 here in the sun at the swimming pool and doing these  
14 types of things, so I am just going to quit. And I  
15 want to go on vacation with my friends. I am going  
16 to go to the beach. It's okay if I take three weeks  
17 off, is that all right? So it's a different  
18 philosophy about the work environment. The average  
19 person will change jobs five times once they graduate  
20 from the universities now versus what they would have  
21 done before.

22                   And we don't see as much interest in  
23 public service. Public service in one vein is to be  
24 done for the higher moral purpose, and if that's not

25 why you're doing it, then it's very hard to stay in  
1 the field. And I don't know what Mark would say, but <sup>194</sup>  
2 I think what we have seen is that there are very few  
3 people that are going into the public service area  
4 for the purpose of just doing it because it's what  
5 they want to do. The money issues and things like  
6 that factor into it.

7 Competition for funds, in the State of  
8 Tennessee they have allocated \$100 million in grant  
9 funds in recent years, but they have had over two to  
10 \$300 million in requests. There's a constant  
11 competition for that money.

12 Locally with 9/11, emergency services  
13 are seeing a high priority. The security of our  
14 country and the security of our communities is very  
15 important. We compete for that service. It's very  
16 hard to say, well, you know, quality of life is what  
17 it's all about and that's what I believe in, but it's  
18 hard to say that's more important than a fire truck.  
19 They are all important to our community. So that  
20 balancing of services and competition for funds is  
21 very, very important in the local level.

22 Technology, did you know that one of  
23 the latest things I read said that we need to start

24 planning for quiet park spaces for the individuals to  
25 take their laptops. That is true. I'm not making  
1 that up. The computer is a part of our world. 195

2 Technology is a part of our world. We will see  
3 kiosks in our parks.

4                   You already see it in some of your  
5 visitor centers telling you where to stay, where's  
6 the easiest place to get transportation here and  
7 there, the local resources, you will be seeing that  
8 in the future, I think, in some of your park areas.

9                   And you may already have it in some of  
10 the national parks, I'm not sure about that, but  
11 technology is a factor. Like I say, if you have to  
12 go out into your park and sit with your laptop to do  
13 your e-mails or whatever it is, that's a changing  
14 environment that we weren't used to.

15                   We also see on-line services. People  
16 want to register across the computer. They want to  
17 reserve a park shelter. That one-on-one contact is  
18 less. So, therefore, how we deliver the service,  
19 just like I said, the customer expectation, is  
20 changing.

21                   As many people said, the deterioration  
22 of our park and recreation infrastructure is also

23 something we're dealing with. It's so much easier to  
24 build a facility than it is to maintain it over the  
25 long-term. It's a lot more polished and it's high 196  
1 profile and people like that. We're seeing  
2 facilities that we built 30 years ago that are now  
3 suffering from lack of maintenance, just as many of  
4 the other people have mentioned today.

5 We always have to remember this: This  
6 is what it's all about, we will leave this community  
7 greater, better, and more beautiful than it was given  
8 to us. And I will give you one story in relation to  
9 that that makes me recognize the value and the  
10 importance of what each of you are doing here as  
11 volunteers and what each of us do in the profession  
12 of the field.

13 A few years ago I was out on my  
14 greenway looking at a construction project. It was  
15 one of those days where you go, oh, my goodness,  
16 things have all fallen apart. Everything was going  
17 bad. I walked out to the construction site, was  
18 walking back to my vehicle and I ran into a lady. It  
19 was a dirt path leading up to where the greenway was  
20 being built. So I quietly stopped and then politely  
21 asked her if she would turn around and go back

22 because it was a construction area and it wasn't  
23 safe.

24 She started asking questions. She  
25 didn't know who I was, and it didn't matter. She  
1 said, what's going on up here? 197

2 So I explained to her that we were  
3 building a trail, and truly at that moment I probably  
4 didn't want to stop and talk. I had something else  
5 on my mind.

6 She said, well, where is it going to  
7 go and how far is it going to go?

8 And it was a little bit uncomfortable.  
9 I thought, well, she's not going to like this. Then  
10 we started walking back to our cars and she said, you  
11 know, I am so glad for what you told me, she said,  
12 because I live up the street and years ago when they  
13 started building this greenway system I thought it  
14 was the worst thing that would ever happen to me.  
15 They were going to come in my backyard and people  
16 were going to bother me and it was going to be a  
17 nuisance, and now, she said, I can say it saved my  
18 life. Well, immediately that got my attention.

19 So we stopped and I said, well,  
20 explain to me why.

21                   She said, well, a few months ago,  
22    about six months ago, my husband died. She said, I  
23    didn't know if I was going to be able to go on or how  
24    I was going to do it. She said, I found the only  
25    place I could get away from my life for the moment  
1                   was to come on this greenway. She said, everything<sup>198</sup>  
2    in my house reminded me of him, everything around me  
3    did. I was constantly under stress related to that,  
4    but I could come out here and I could escape from  
5    that. For just a little while I would walk on this  
6    greenway and experience something else and realize I  
7    could move forward.

8                   Let me tell you, I was pumped. Okay.  
9    I was like, we can do this career forever because  
10   this is what it's all about. So we do make a  
11   difference. You make a difference in what you're  
12   doing here today.

13                  We rely on volunteers. So I know the  
14   value of what you're offering us today. We have over  
15   15,000 hours a year in volunteers, that's part of  
16   that partnership. We couldn't survive without it.  
17   So we thank you for what you do.

18                  And I thank you for the opportunity  
19   today to imagine with me the future. We are a part

20 of the future. There's a little bit of a pun with  
21 the kitty there, I guess, I'm not sure.

22 And remember the basics if you don't  
23 remember anything else, it's people, parks, and play,  
24 and your local resources and your state parks and  
25 your national parks all around you and with what TVA  
1 provides. We are here for the higher moral purpose. 199

2 Thank you.

3 MR. BRUCE SHUPP: Thank you, Kitty.  
4 We have had a lot of really outstanding presentations  
5 over the four-year history of the council, but I  
6 don't think we have ever had a group of people with  
7 more commitment and passion and preparation than you  
8 have shown us this morning. It wasn't even tiring  
9 listening to you.

10 And Kitty, we're glad you gave us that  
11 stretch, but I don't think we needed it as badly as  
12 you thought we did. You-all did a very, very good  
13 job, and we're going to take a break now and come  
14 back and listen to Ken Cordell.

15 FACILITATOR DAVE WAHUS: Are we going  
16 to have questions?

17 MR. BRUCE SHUPP: Oh, yeah. Do you  
18 want to do questions now or do a break first? What

19 do you want to do?

20 FACILITATOR DAVE WAHUS: Let's take  
21 the questions.

22 MR. BRUCE SHUPP: All right.

23 FACILITATOR DAVE WAHUS: Would you  
24 please come up to the front?

25 MR. BRUCE SHUPP: You only have 15  
1 minutes to do that if we want to stay on the 2:30 200  
2 time frame.

3 MS. KITTY FRAZIER: Is this like being  
4 on The View?

5 MR. BRUCE SHUPP: Phil, you are first  
6 up.

7 MR. PHIL COMER: My question is to the  
8 man from Georgia Power Company, Glenn. I think I  
9 heard you say that many of your facilities were built  
10 in the late '80s and afterwards and therefore -- and  
11 have been well maintained, et cetera, et cetera.

12 What role did the Electric Consumer  
13 Protection Act of 1986 have to do with that? Was  
14 that -- is that sort of a spark that --

15 MR. GLENN IVIE: Well, you know, ECPA,  
16 it probably played some role in it, but it really  
17 was -- I can't remember the name. The Federal Power



18 Act, which was from the '30s, is what started it.  
19 And then there was another act that really brought  
20 focus to that in the late '70s, but I don't think it  
21 was ECPA. ECPA did play some role in it, but I'm not  
22 knowledgeable enough to --

23 MR. PHIL COMER: The reason I asked  
24 that, that's the first law, and it went into effect  
25 in October of 1986, it's the first law that  
1 specifically stated that recreation, fish habitat, 201  
2 spawning had to have equal consideration when you're  
3 being relicensed, that you had to have equal -- it  
4 had to have equal consideration to power production.

5 MR. GLENN IVIE: Yes. Most of our  
6 facilities were built from the licensing process.

7 MR. PHIL COMER: That's what this  
8 affected. This affected the relicensing. You  
9 couldn't get relicensed unless you started giving  
10 equal consideration.

11 MR. GLENN IVIE: That's true. And we  
12 still do that, but most of our facilities were built  
13 before that law was passed in '86 as a result of the  
14 initial licensing of some projects.

15 MR. PHIL COMER: The initial licensing  
16 went back to FERC, what I call FERC.

17 MR. GLENN IVIE: Yes.

18 MR. PHIL COMER: Federal Energy  
19 Regulatory Committee.

20 MR. GLENN IVIE: That's correct.

21 MR. PHIL COMER: And this was just an  
22 amendment to that law?

23 MR. GLENN IVIE: Yes. And ECPA plays  
24 a part in our relicensing now, but we have not had to  
25 build any major -- construct any major facilities as  
1 a result of that. Now, we have had to improve some<sup>202</sup>  
2 and we've had to improve some programs.

3 And one example is that Talulah Gorge  
4 State Park where we had dewatered about two miles of  
5 river, we now provide significant flows through that  
6 stretch of river on weekend for whitewater kayaking  
7 for recreation.

8 MR. PHIL COMER: And also for fish  
9 habitat.

10 MR. GLENN IVIE: There's a minimal  
11 flow through it and there's some aesthetic flows  
12 actually just for people to look at, but five  
13 weekends a year we provide it for whitewater.

14 MR. PHIL COMER: Do you think it would  
15 be a good idea for that law to apply to all public

16 power companies?

17 MR. GLENN IVIE: I wouldn't dare  
18 answer that.

19 MR. KARL DUDLEY: The answer is no.

20 MR. GLENN IVIE: Excuse me. Did I  
21 hear someone else say something?

22 MR. BRUCE SHUPP: Jimmy, then Lee.

23 MR. JIMMY BARNETT: The questions I  
24 have of all of you, but particularly, Kitty, with  
25 you, excuse me, I had a piece of ice in my mouth. We  
1 talked about trends. Someone said a younger 203  
2 population, older population. Our current recreation  
3 director, when I was talking with him before I came  
4 up here said he's really at a loss. He had been  
5 providing all sorts of team sports and now he finds  
6 people want to do independent things and how does  
7 he -- how does he handle that particular thing. He's  
8 just not getting many people coming to the tennis  
9 courts and many people coming to the recreation  
10 center, some, but not many.

11 Do you find that true? I mean, what  
12 are you doing to address it if you do?

13 MS. KITTY FRAZIER: I think you're  
14 right, I think there are changing trends related to

15     that.  There are still some core sports that  
16     probably, in the south anyway, will be pretty secure,  
17     whether it's baseball, basketball, your basic things,  
18     but people are asking for those divergent areas such  
19     as skate parks, extreme parks.  We're having to  
20     change the way we do business, and I think you have  
21     to provide that opportunity to allow the person to  
22     make that individual choice.

23                     You have to have a park that's out  
24     there so if somebody wants to go throw a Frisbee and  
25     also a park that's there if they want to be involved  
1     in organized sports, but, yes, we are seeing the same <sup>204</sup>  
2     thing.  It's hard to sometimes know and understand  
3     what will draw the people to the right place as they  
4     want to use it, yeah.

5                     MR. JIMMY BARNETT:  Do y'all get much  
6     response on your surveys and your meetings?  I notice  
7     you had public hearings and input sessions and so  
8     forth.

9                     MS. KITTY FRAZIER:  I think the  
10    surveys have identified a lot of what I was saying  
11    earlier, that people want convenience.  If they are  
12    going to participate in a sport, for example, they  
13    want to know that it's scheduled, it's on time, they

14 can bring all their kids to one site, they don't have  
15 to drive them all over town, that it's easy and close  
16 to their home, that you don't play on Wednesday and  
17 you don't take up their weekend. So some of that  
18 data from the surveys have told us a little bit more  
19 closely in how to provide the service in the time  
20 frame and the manner people want it. So, yes, that's  
21 been very helpful.

22 MR. BRUCE SHUPP: Lee and then Miles.

23 MR. LEE BAKER: Let me apologize for  
24 Phil, sometimes he quits preaching and starts  
25 meddling, and I wanted to pursue a couple of those  
1 answers myself. I think you answered my first 205  
2 question is the number of releases -- water releases,  
3 it was five weekends per year, is that right?

4 MR. GLENN IVIE: That's correct.

5 MR. LEE BAKER: The other thing I  
6 would like you to elaborate on, you talked about  
7 revenue and expenses was within 200,000, talk a  
8 little bit about where the revenue comes from. How  
9 is that generated?

10 MR. GLENN IVIE: Almost all of that  
11 revenue comes from camping fees. I would say 10  
12 percent of it comes from what was referred to earlier

13 as entrance fees or parking fees. And to be honest,  
14 we have instituted some entrance fees purely to  
15 control crowds and to control just ride-through and  
16 stuff at the facilities.

17 MR. LEE BAKER: Does the regulation --  
18 regulatory authority have to agree to the amount of  
19 those fees? What typically are you talking about in  
20 terms of fees?

21 MR. GLENN IVIE: \$2 and \$3 for the  
22 entrance fees in round numbers, and that's per car,  
23 that's not per person. And the camping fees is in  
24 round numbers \$16 a night.

25 MR. LEE BAKER: And Georgia can set  
1 those at what they think the market will -- 206

2 MR. GLENN IVIE: We have the authority  
3 through our license. The license gives us the  
4 authority to do that. Now, I've talked a little bit  
5 about the Recreational Use Protection Act in Georgia,  
6 and that is the controlling factor on the parking  
7 fees. We have to be real careful on the entrance  
8 fees for that.

9 MR. LEE BAKER: Thank you.

10 MS. MILES MENNELL: I think the two  
11 examples, the city communities that was presented to

12 us are both excellent. It seems to me though, this  
13 is a question, that in Chattanooga so much of what  
14 you have been able to accomplish was driven by the  
15 private sector, and I'm presuming that that's true  
16 also in Kingsport with Eastman.

17 And do you think that's -- in terms of  
18 visioning, is that, in fact, key to getting cities  
19 and counties off dead center and moving forward? I  
20 mean, how do you do it without that kind of private  
21 input?

22 MR. JERRY MITCHELL: We don't, and we  
23 never have since I have been doing this. You know,  
24 when I mentioned public/private partnerships, I would  
25 have to say since the mid '80s when Chattanooga sort  
1 of began its turnaround, it's almost always been 207  
2 driven by private.

3 MS. MILES MENNELL: Which is  
4 extraordinary.

5 MR. JERRY MITCHELL: Yes.

6 MS. MILES MENNELL: It's great.

7 MR. JERRY MITCHELL: We feel very  
8 fortunate in that. The last, say, seven years or so  
9 we have actually had two mayors that have come from  
10 private business, and they have come also with a

11 vision that leans towards private versus public and I  
12 think that that has accelerated the partnership and  
13 why we have been able to do so many things and in a  
14 quick amount of time, an accelerated amount of time.  
15 People were just ready to do it and ready to pitch in  
16 and do that.

17 I think that what this does though, to  
18 add on to what Kitty said a little while ago, is that  
19 as more diversity comes to our programing, not only  
20 our populations but our programing needs, there's  
21 still a crowd out there that would not let us abandon  
22 our ball fields or would not let us abandon tennis  
23 courts.

24 So as we get wider in what we offer,  
25 it is starting to cause some budgetary pressures on  
1 how to do all of this. I think what will happen is <sup>208</sup>  
2 we're going to have to become more and more dependant  
3 on private partnerships to be able to pull it off.

4 MS. KITTY FRAZIER: I would say we're  
5 the same but we're not the same. We're smaller. Our  
6 community is much smaller. So I think it's more of  
7 that grassroots initiative that incorporates the  
8 private side, because what we're seeing, it's not so  
9 much the companies step up to the plate first. It's



10 the citizen-driven base of an advisory committee.

11 This meadow garden, for example, that  
12 was a group of volunteer gardening groups that  
13 started this, and they are the ones that are going to  
14 the Eastman's and to warehouseurs and saying, we would  
15 like to have some money, would you give us this,  
16 would you do this. So it's starting more on the  
17 grassroots with the individuals that then try to  
18 involve the private side into their vision and their  
19 dreams.

20 So I think on a smaller community it's  
21 a little bit different direction, but we still end up  
22 with that partnership. Again, without it we would  
23 not -- we have a \$13 million campaign going on in the  
24 community right now that's totally private. We will  
25 see how it goes, but we're all going that same  
1 direction. 209

2 MR. BRUCE SHUPP: What kind of  
3 percentages, private/public, are you -- did you  
4 experience in these projects?

5 MR. JERRY MITCHELL: Well, let's start  
6 with the Tennessee Aquarium, the public sector put in  
7 \$3 million and the private sector put in \$40 million.

8 The Cooleedge Park, it was -- it

9       accelerated to about 35/65, 35 public, 65 private.  
10       This one is going to be closer to 50/50, this  
11       \$120 million one. That's the biggest one we've  
12       obviously bitten off.

13                     And what we did from the public sector  
14       to raise the money is we actually implemented a  
15       hotel/motel tax, and the locals were okay with that.

16                     MS. MILES MENNELL: And dedicated it.

17                     MR. JERRY MITCHELL: And dedicated it.  
18       The locals were okay with that because, I guess, you  
19       know, you figure that's the out-of-towners paying  
20       that tax. The hotelers didn't like it too much, but  
21       what we found is it really hasn't hurt their  
22       occupancy rates. So far so good.

23                     MS. KITTY FRAZIER: We didn't plan  
24       this ahead, but this is working out great in that we  
25       are seeing sometimes another perspective, which is  
1       that the local citizen thinks government should do <sup>210</sup>  
2       it, that that is what their tax money was meant for,  
3       that we are supposed to provide the recreation  
4       service.

5                     Now, the extra things, if it's a  
6       convention center or something that's high profile or  
7       more tourism based, that's different, but as far as

8 the local recreation service there is an expectation  
9 that their taxes are providing that service, just  
10 like you would fire and police.

11 So they don't always agree that we  
12 should go out and try to get the businesses to do it  
13 because the businesses go, but we pay the highest  
14 taxes. So it's a balancing act. We don't always see  
15 that everyone expects the private sector do it.  
16 Sometimes it's just the opposite. They say, we pay  
17 our taxes and that's why we pay our taxes, so it's  
18 your job to provide that service.

19 MS. MILES MENNELL: Just one other  
20 question. When you survey do you ask people to  
21 prioritize? I mean, they might want better trash  
22 pickup versus better recreation. Do you survey and  
23 look for priorities?

24 MS. KITTY FRAZIER: It depends on the  
25 type of survey. Some of the most successful -- one  
1 of the questions you asked a minute ago I probably 211  
2 should have elaborated on. Again, technology. One  
3 of the most successful surveys we have done in recent  
4 years has been on-line, which very much was a  
5 surprise to me.

6 We did one of these send the survey to

7     ten of your friends on your e-mail list and let them  
8     send it to ten more people. Within two days we had  
9     800 responses. Responding to surveys is very hard.  
10    Again, it's what does the customer want? You don't  
11    know because they won't even answer your question  
12    sometimes. So that was technology.

13                   But on the ones where we have the  
14    summit, for example, the green summit, we always use  
15    a group process or some way in which we ask the group  
16    to define what their priority is. It's very  
17    important. Otherwise, you're right, you will just be  
18    going off in 10,000 directions and never end up  
19    anyplace that you can say you have achieved  
20    something.

21                   MR. BRUCE SHUPP: Thank you very much.  
22    Very impressive. Appreciate it. Let's take a  
23    30-minute break. Be back at 3:00.

24                   (Brief recess.)

25                   MR. BRUCE SHUPP: Take a seat, please. 212

1    Our next speaker is going to join us through a  
2    multimedia presentation, the multimedia being by  
3    telephone through our speakers and also through our  
4    Power Point presentation.

5                   Ken, are you there?

6 MR. KEN CORDELL: I am here. Can you  
7 hear me?

8 MR. BRUCE SHUPP: Yes, I can, very  
9 well. Ken Cordell is the project leader and  
10 assessment specialist with the Forest Service  
11 Southern Research Station in Athens, Georgia. He's  
12 also an adjunct professor with the University of  
13 Georgia at Clemson University at North Carolina  
14 State.

15 Ken, we're glad you joined us. You  
16 have the floor.

17 MR. KEN CORDELL: Thank you very much.  
18 If at any time you can't hear me, let me know and we  
19 will step it up or whatever. I apologize for not  
20 being able to be with you, but I had obligations here  
21 in town that I could not travel. So let's hope this  
22 works.

23 Let me introduce myself just a tiny  
24 bit here. I work for the Forest Service research  
25 division. And for a number of areas, more years than  
1 I am going to tell you about, I have been  
2 specializing and doing regional and national  
3 assessments of outdoor recreation and related subject  
4 matters. Hopefully you're looking at the first slide

5 of my presentation that says recreation trends in the  
6 nation, the south, and Tennessee Valley.

7 And whoever is changing the slides, I  
8 am going to say, next, please, when I move on. If I  
9 fail to say that and it looks like I am talking about  
10 something that's not on the screen, somebody yell at  
11 me.

12 I also can't hear very well. I was  
13 listening in on some of the previous sessions and it  
14 was broken. So I didn't hear everything that was  
15 said. For example, I heard nothing of the Chairman's  
16 remarks. So I don't know what microphone he was at  
17 or what, but just be aware of that. So if you have  
18 got a question I may not hear you and somebody near  
19 the mic or near the speaker phone may have to alert  
20 me to that.

21 My partners in this today are Gary  
22 Green, who is here. He's a cooperator with UGA and  
23 he works with me on the national survey and  
24 environment, and I will tell you about that in a  
25 moment.

214

1 Also Mark Fly, and Mark should be in  
2 the room. Raise your hand, Mark. He's probably met  
3 folks. And with him works Rebecca Stephens at the

4 University of Tennessee, a very, very close  
5 collaboration and partnership there that we have in  
6 doing our outdoor recreation assessment work.

7                   If you want to see more about what we  
8 do, and if you desire, we will even put this  
9 presentation up on the web site in red there in the  
10 lower left-hand corner. I did well. I am a little  
11 dyslexic, so I figured I would say right-hand corner,  
12 but you can go to that web site and click on that --  
13 click presentations and we will have it marked if you  
14 guys decide you want me to do that.

15                   Next, please.

16                   We're going to move on to talking  
17 about outdoor recreation in the United States. I  
18 understand I don't have a ton of time. So we will  
19 talk through and kind of hit the high points with  
20 this, but I wanted to make the point that doing  
21 outdoor recreation assessments is important, has been  
22 for a long time so that not only the public sector,  
23 which is my work, and the private sector and others  
24 can have up-to-date, ongoing trend information.

25                   The first major assessment in the  
1 country was done in 1960, and here you see the cover  
2 of that report. And I still kind of bow to this

3     thing because it's a magnificent effort and a ton of  
4     people involved with it.

5                     Next, please.

6                     There were other recreation surveys,  
7     national recreation surveys like the one that fed  
8     that 1960 Outdoor Recreation Resources Review  
9     Commission Assessment. In all of those done in '65,  
10    '62, '77, and the last '82, '83 had been done in the  
11    Department of Interior, the last one by the park  
12    service.

13                    And you heard from Larry Hartmann this  
14    morning. Larry is a close colleague of mine. In  
15    fact, he used to be one of my working colleagues here  
16    in Athens and moved on from there. The last interior  
17    survey was '82, '83.

18                    Next, please.

19                    And we took over doing the national  
20    recreation survey for the country and for the federal  
21    government in about '85, mid '80s, let's say, and  
22    have been doing this now since that time. Our first  
23    attempt to actually execute a national survey was  
24    1994, '95, got the funding together, multiple  
25    agencies, and we put out a report.

216

1                    You should be looking at a report, a



2 book kind of turned sideways there called, Outdoor  
3 Recreation in American Life. This is a national  
4 assessment that also breaks down regionally, and it  
5 is one of our primary sources of information for you.  
6 And this book is still available.

7 Next, please.

8 However, we have updated that and are  
9 about to release a book through Venture Press in  
10 Pennsylvania that gives you current statistics on  
11 trends, participation, demographics, regional  
12 differences.

13 So all of these things that I had just  
14 shown you are sort of the ongoing tradition of doing  
15 assessments and providing you with up-to-date  
16 information, and it's my major sources for talking to  
17 you today about trends. I'm going to kind of hit the  
18 high spots of the major trends and then we can  
19 discuss a little bit at the end if you desire to do  
20 that.

21 Next, please.

22 You should be looking at a slide with  
23 four bullets on it. And this really represents the  
24 major topics that I am going to cover briefly today.  
25 Recent demographics, because you can't ignore that

1     when you talk about outdoor recreation trends and you  
2     talk about demand, and we will see how that relates  
3     to national demands and regional demand and trends  
4     for recreation.

5                     We will talk a little bit about water  
6     recreation trends, and that's taken from the upcoming  
7     book that's going to be released here hopefully in a  
8     couple of months in outdoor recreation for 21st  
9     Century America.

10                    Then I'll talk just a little bit about  
11     some of the southern regional trends. That SFRA  
12     stands for the Southern Forest Resources Assessment.  
13     We helped with that, I'm sure most of you are aware  
14     of that, and the Renewable Resources Planning Act  
15     Assessments.

16                    And we will talk a little bit about  
17     the Southern Appalachian specifically and some of  
18     that alignment work you heard about this morning to  
19     see the Forest Service role, and that had some good  
20     statistics in it that I will draw on for this  
21     presentation.

22                    Next, please.

23                    You should be looking at a slide that  
24     says NSRE. It's just to emphasize that the major,

25 major source of our data and information is the  
1 national survey on recreation and the environment. 218

2 As I had pointed out earlier, this dates back, the  
3 first one to 1960. So it's an ongoing trend, that  
4 effort.

5 Next, please.

6 Just to tell you a little bit about  
7 the most recent, and I am not going to talk about  
8 everything on the slide, but the most recent national  
9 recreation surveys is -- we now call it the national  
10 survey on recreation and the environment. I have  
11 NRSE 2000, that's a mistake, it's NSRE.

12 It's a very, very large survey. Over  
13 85,000 households have been contacted from the Keys  
14 to an Arctic wildlife refuge to Hawaii to get  
15 information about what people do for outdoor  
16 recreation so we can focus in, and have, even down to  
17 the state level. We provided, in fact, information  
18 for state planning to the State of Tennessee in  
19 providing some of the data for their statewide  
20 comprehensive outdoor recreation plan.

21 Next, please.

22 Now to the subject matter, talking  
23 about real stuff and the trends. Here's kind of the

24 major, major theme, population, and at the same time  
25 driven by population is demand for outdoor recreation  
1 and places to recreate continue to grow, and not only<sup>219</sup>  
2 to grow, but to diversify.

3 I am sure those of you who have  
4 monitored recreation resources, resources such as TVA  
5 reservoirs have seen the changes over the years, how  
6 things are not remaining by any stretch the same in  
7 terms of numbers or the kinds of things that people  
8 are looking to do, except, and I will make a major  
9 point of this, there are some major markets that are  
10 very, very persistent, and I want to emphasize, I  
11 think we need to look closely at those.

12 Next, please.

13 You should be looking at a curve that  
14 says population. You can see population, at least  
15 European population, is now moving into the -- what  
16 we now call -- the United States started out at  
17 obviously very low levels, but where are we and where  
18 are we going.

19 If you look and just trace that curve,  
20 it is a Census Bureau projection, and you probably  
21 already have seen this and know about this, but it  
22 projects that by 2100 our population is going to

23 double what it is now. I don't know about you or  
24 what your thoughts are on that, but I am not sure I  
25 understand what it's going to be like with twice as  
1 many people. 220

2 Does that mean twice as many or more  
3 than twice as many highways and buildings and  
4 everything else, you know, what will it be like?

5 The major point of this is the  
6 population is growing and growing more rapidly even  
7 than projected like 10 to 15 years ago for many  
8 different reasons, but it being the major driver of  
9 recreation demand growth we need to be aware of this  
10 and know that recreation demand is not going to slack  
11 off or decline. It may not grow as fast as it has in  
12 the past but it will grow, I would bet my reputation  
13 on that, such as it is.

14 Next, please.

15 One of the factors that contributes to  
16 that is people live longer, therefore, as new  
17 population is added and the existing population is  
18 still around, population grows. And as you well  
19 know, the age of the population is getting older a  
20 little bit as we see this senior population  
21 continuing to grow in numbers. These numbers are

22 from the Social Security Administration. They do  
23 this to help plan for the administration of Social  
24 Security.

25 Next, please.

221

1 In addition to population growth as  
2 one of the major drivers of trends of outdoor  
3 recreation, changes in the make-up of population, and  
4 here you see the same population that we were talking  
5 about projected out to 2100 and how that mixture of  
6 cultural backgrounds, some race ethnicity, some other  
7 basis for cultural backgrounds is going to change in  
8 the future.

9 Predominantly in the past it's been a  
10 white non-Hispanic, and that's changing as we all  
11 know looking at the current census statistics. The  
12 significance of this is that the kind of recreational  
13 pursuits that people pursue varies depending on  
14 cultural background, and this cultural background is  
15 very, very important when we start predicting what's  
16 going to be unfolding in the future.

17 Now, one of the jobs we do in the work  
18 we do here in assessing outdoor recreation demand is  
19 every ten years we project what will the future  
20 demand look like, and this is one of the major inputs

21     into that is what is the cultural make-up of the  
22     United States' population when we do that.

23                     We don't have recent, recent  
24     projections. They are under development. So I can't  
25     share those with you, but I can tell you that this is  
1     a very important factor because different people <sup>222</sup>  
2     prefer different activities and that means different  
3     kind of pressures on our recreation resources.

4                     Next, please.

5                     Here's a slide that gives you some of  
6     the data that we did for the assessment of the wild  
7     land urban interface, and we did it across the  
8     country, but the major focus for that assessment was  
9     in the south. One of the things that's been  
10    happening, as you probably are well aware, is the  
11    population is moving more out toward the suburban  
12    areas and into the rural areas, and that's the  
13    definition sort of of the wild land urban interface.

14                    And you can see here some of the  
15    statistics as of about 2000. Well, let's just call  
16    it the year 2000, a little bit into 2001, and these  
17    trends are changing. The growth is beginning to  
18    occur in those areas down there that are called newly  
19    developing areas where building is active and new

20 residential and preexisting rural house and farms  
21 mixed, that's kind of where the wild land urban  
22 interface is.

23 What's the significance of that?

24 As people move out more and more  
25 toward the rural areas, they are closer and closer to  
1 those rural recreation opportunities, which puts more <sup>223</sup>  
2 pressure closer to recreation areas, such as the  
3 reservoirs managed by TVA or the National Forest that  
4 are managed by my agency, the U.S. Forest Service.

5 Next, please.

6 Here you see a series of three maps  
7 going from '70 to 2000 to 2025, and these are recent  
8 data put out by Woods Pool Econometrics Group that  
9 is -- we use a lot for some of our manipulation of  
10 the census data to give us projections county by  
11 county.

12 And if you flip your eyes from '70 to  
13 2000 to 2025 you're looking at number of households  
14 measured as density of occupied housing units, and  
15 you can see the geographic pattern and you can see an  
16 awful lot of that development and growth. And this  
17 is, of course, a lot of it moving out into the --  
18 what formerly was rural areas and closer and closer



19 to the rural recreation opportunities.

20                   You can see how rapidly that's  
21 changing in just a very few years and how much of  
22 that growth is occurring in the Piedmont and North  
23 Carolina and mountainous areas and the Southern  
24 Appalachians and the Atlanta area, and it's right  
25 where we sit, all of us who are in this general area  
1                   that TVA serves. It's a very large population growth<sup>224</sup>  
2 area and it's got a lot of amenities, and that's  
3 driving people's demand for outdoor recreation.

4                   Next, please.

5                   So now I want to talk about a little  
6 bit of the consequences of all of this. You can see  
7 this very modern piece of recreational equipment  
8 here. Talking about long-term trends just a bit  
9 because I think it tells you a very, very clear story  
10 about what the demand long-term for outdoor  
11 recreation is.

12                   Next, please.

13                   You should be looking at a slide that  
14 shows some bars, long-term trends since 1960, and you  
15 can see that while it's been a gradual process over  
16 about 40 years there's been persistent and very large  
17 growth. And a lot of that growth, as you can see, is

18 occurring in water-based activities or activities  
19 such as camping that occur near water areas a lot of  
20 times.

21 So this is a long-term trend that we  
22 know is persistent, and it's something that we, for  
23 example, the Forest Service has had to acknowledge  
24 and take account of when we're planning what we're  
25 going to be doing because this is a trend that is not  
1 likely to unfold on us. 225

2 Next, please.

3 Showing just a little bit more modern  
4 outdoor recreation system, boating equipment. Let's  
5 talk now about in addition to the long-term trends,  
6 which is growth and growth across all kinds of  
7 activities, what are some of the recent things that  
8 we're seeing that might be of interest in thinking  
9 about TVA's future role.

10 Next, please.

11 You should be looking at a slide that  
12 says ten most popular activities, and I have  
13 highlighted some of the ones -- I mean, you don't do  
14 a lot of beach visiting there in the Southern  
15 Appalachians, but there are fresh water beaches and  
16 so forth, but it emphasizes one thing in particular.

17                   If you look at the activities I have  
18 highlighted here, visiting a beach, sightseeing,  
19 viewing wildlife, swimming in lakes and streams, we  
20 all know that those are activities that are very,  
21 very much -- that water attractions are very, very  
22 much a part of it, as well as some of the other  
23 activities that I have not highlighted. One of the  
24 things that was found in the 1960 first major  
25 assessment that hasn't changed over time is that  
1 water is a major attraction. 226

2                   Another message out of this slide is  
3 the things that are most popular are not always the  
4 things that are most visible. For example, I had  
5 showed in the slide just before a lot of personal  
6 watercraft going across a reservoir and those are  
7 very visible, but what do people mostly do and what I  
8 would subscribe we need to not lose sight of are the  
9 things that the vast majority of people like to do  
10 and are demanding in their outdoor recreation.

11                   I don't mean demanding in a negative  
12 sense, but it's outdoor recreation demand where it  
13 involves very large percentages of the population and  
14 a very large number of people and that these trends  
15 are going over time.

16                   One of the columns, percent of  
17   population, 16 plus in 2000 and '01 you can see the  
18   percent of population participating in those  
19   activities, and over in the far right-hand column you  
20   can see smaller percentages indicating there has been  
21   a substantial growth in the number of people who  
22   pursue those activities, either a little bit or a  
23   lot, but nevertheless it involves large numbers of  
24   people.

25                   Next, please.

227

1                   I am just showing here three tiers of  
2   activity growth. And to make the point, a lot of  
3   times we look at the percentage growth of an  
4   activity, but that doesn't tell the full story  
5   because you could be looking at an activity that has  
6   a very small number of people and you have got a  
7   large percentage growth in that activity. To me what  
8   matters more is the growth and the number of people  
9   who are participating.

10                  Again, looking at this from the  
11   standpoint of where's the largest amount of demand,  
12   and therefore, we might want to take account of this  
13   when we're trying to figure out, well, what is our  
14   role in the future and now in providing outdoor

15 recreation, not that we would focus only on these  
16 kinds of activities but we at least need this in  
17 front of us on the table when we start defining how  
18 we're going to respond to overall population growth  
19 and the rural -- the development of rural areas and  
20 the urban spread that's going on, and in some cases  
21 as I almost said urban sprawl, and what that means  
22 for outdoor recreation. What people want to do most  
23 may be some of the things that we would need to  
24 consider carefully when we're doing that.

25 Next, please.

228

1 I'm showing numbers and percentages of  
2 people participating in the top third water-based,  
3 nature-based activities, by that I mean natural  
4 environments, rather than, for example, swimming,  
5 swimming pools. Here we're talking about swimming in  
6 the lakes, streams, ponds, oceans, natural waters  
7 more or less, just showing that the overall point is  
8 that water-based activities are big, involve very  
9 large numbers of people who are interested in them,  
10 and they are growing and growing at a fairly high  
11 rate. And it's driven, again, by people -- by growth  
12 and numbers of people and people's attraction to  
13 water.

14                   Next, please.

15                   I wanted to make the point also, as I  
16    had said earlier, the make-up of our population in  
17    terms of its demographic characteristics matters. I  
18    am just going to show you three slides that compares  
19    people who sail, people who motorboat, and people who  
20    use personal watercraft just to show you that indeed  
21    we need to account for the fact that if we choose to  
22    emphasize a certain set of activities or  
23    opportunities over others, we are, in effect, making  
24    a choice over who we're serving, and that's something  
25    too that we need to keep in mind and in front of us.

229

1                   I made that recommendation when the  
2    National Forest and the south were looking at  
3    re-evaluating or evaluating what our future role in  
4    outdoor recreation ought to be. This is something  
5    that we really need to keep in front of us.

6                   People who sail, for example, there's  
7    a larger percentage of people who are into sailing  
8    who are female, very much non-Hispanic white, and if  
9    you go to the age a large percentage are under 35 but  
10   a significant amount, 56 percent, are over 35 as well  
11   and very much urban type of activity.

12                  Next, please.

13                   Motorboaters are a little less urban,  
14   a little more rural. Some of the regions where this  
15   activity is especially favored includes the south  
16   Atlantic states and the middle Atlantic states and  
17   the states that are in the TVA service area. We find  
18   that a large percent of people who are into  
19   motorboating to be between 25 and 55 and not so much  
20   under the 35 or the younger age group.

21                   Next, please.

22                   Just to show a comparison, personal  
23   watercraft, two-thirds under 35 and over half are  
24   male. So you can see that across those three  
25   activities there is a difference. And my only point  
1   is we just need to be aware of that when we're making<sup>230</sup>  
2   choices of what we're going to emphasize.

3                   Next, please.

4                   These are, again, just to make the  
5   point that some of the more popular activities serve  
6   large numbers of people. Here's just to emphasize  
7   that with the assessment data we have, we can break  
8   out any regions, sub-region or even a state in the  
9   United States to see where the population demands  
10   lies and what's most popular and what we maybe ought  
11   to be looking at.

12                   And this also makes the point that  
13   among the more popular activities, water-based  
14   activities like boating, in general, which includes  
15   motorboating, but then motorboating specifically and  
16   swimming, warm water fishing are right up there with  
17   large numbers of people who are putting demands on  
18   our resources and seeking to find places for outdoor  
19   recreation.

20                   Next, please.

21                   It should say, Results from Southern  
22   Forest Resources Assessment. This is just a couple  
23   of slides to help us understand the messages. Out of  
24   that assessment, yes, it was forest resources, but  
25   the same kind of messages apply to water resources or  
1   natural resources in general. And one of the 231  
2   questions we addressed there was potential resources  
3   of supply in the south.

4                   So some of the points made there was  
5   accommodating future growth, and I predict very  
6   likely will fall very heavily on public properties  
7   and providers, such as TVA, Corps of Engineers, U.S.  
8   Forest Service, National Park Service, et cetera.

9                   For federal properties, the management  
10   priorities are changing a bit, but this is going to



11 be a challenge. And I heard -- this morning I was  
12 listening in on the presentations for a little bit,  
13 funding is a problem, and it's likely to continue to  
14 be so because it is not growing anywhere near what  
15 demand is growing.

16 State lands can't take all of the  
17 pressure. There's so many state parks, and they are  
18 kind of emphasizing, at least some of them are, the  
19 high-end development. And the private landowners are  
20 continuing to close more land because of pressures  
21 and various things that are going on or just a desire  
22 to have privacy on their own private land. So go  
23 back to point one, it's like public properties are  
24 going to be a place where we need to study carefully  
25 what the future role is.

232

1 Next, please.

2 Still some of the southern forest  
3 resource assessment results, there's going to be a  
4 lot of conflicts. You know about some of these  
5 conflicts that occur, demands for fishing, off-road  
6 vehicle use, motorized land use, motorized water use,  
7 et cetera, it creates conflicts. People -- all  
8 people are seeking access, but sometimes the kind of  
9 activity and the way they are carried out are in

10 conflict with one another. So water access  
11 definitely, definitely, as we know, is going to be  
12 one of those areas.

13 Just so we know, there's a tendency  
14 for one group, and typically this is what research  
15 shows us, typically the traditional and  
16 non-mechanized groups of users perceive much more  
17 conflict than others who are the non-traditional and  
18 mechanized users.

19 Next, please.

20 I am just about to the end here. The  
21 overall summary, generally population is growing.  
22 You should be on a gray slide. I hope I said, next,  
23 please. Population is growing. It's changing in its  
24 make-up. It's increasingly urban. And this is true  
25 of the TVA region or anywhere in the country mostly,  
1 but especially anyplace in the south. It's at a pace<sup>233</sup>  
2 that's fast or faster than we have ever seen in our  
3 history and not likely to slow down.

4 Driving outdoor recreation is this  
5 growing population, and because of our opportunities,  
6 because of the technology of outdoor recreation,  
7 because of the make-up of the outdoor recreation  
8 seeker is changing, so to is the demand mix for

9 activities.

10 And with growth and demands come  
11 competing interests and conflicts. And this, of  
12 course, is something that the public agencies and the  
13 private sector all need to work on jointly, and it is  
14 a very, very definite problem or challenge.

15 For TVA, its reservoirs, and other  
16 properties, recreation access demands will only  
17 increase, and, of course, you probably had figured  
18 that out, but just so that you are reinforced in it,  
19 our data shows that very, very clearly as well.

20 Next, please.

21 Just to let you know, the book,  
22 Outdoor Recreation for 21st Century America, will be  
23 out soon. It is produced to provide people with  
24 current statistics. It does have state-by-state  
25 breakouts of outdoor recreation demand. It has  
1 chapters on water recreation and et cetera, and it 234  
2 should be a good source of information for future  
3 planning.

4 Last slide, please.

5 NSRE 2005, as I said, this is an  
6 ongoing survey. We will begin this survey -- we're  
7 trying to keep data up-to-date as we go all the time

8       so that those of us in the public sector and the  
9       private sector and elsewhere have current statistics.

10               And I throw out the challenge to TVA,  
11       if you're interested in helping work with us on this,  
12       we would very, very definitely love to do so. And  
13       Mark Fly there has much more information on how the  
14       NSRE operates if you need that kind of information,  
15       but with that I am going to close.

16               And thank you very much for inviting  
17       me, and I don't know if we have time, but I would be  
18       very happy to address a couple of questions if there  
19       are any.

20               MR. BRUCE SHUPP: Ken, this is Bruce  
21       Shupp, council chair. Can you hear me?

22               MR. KEN CORDELL: Not very well.

23               MR. BRUCE SHUPP: Let's try again.  
24       Can you hear me better now?

25               MR. KEN CORDELL: I hear you a little  
1       better. 235

2               MR. BRUCE SHUPP: What I am going to  
3       do is give some instructions to the rest of the  
4       council for how we're going to handle questions and  
5       then we will give you some questions. We do have  
6       time. We have a half an hour. So we -- if you have

7 time, we would like to ask some questions.

8 MR. KEN CORDELL: Certainly. I can't  
9 imagine you would want to talk with me a half hour  
10 more, but certainly. Mark Fly is there to help me as  
11 well.

12 MR. BRUCE SHUPP: Council, it's  
13 important we speak into the mic. It's important we  
14 don't speak at the same time or it will override and  
15 he won't be able to hear us. I will try to recognize  
16 you with a finger point instead of a word so we don't  
17 blot the microphone. So who's first to go? And  
18 please identify yourself to Ken when you ask the  
19 question.

20 MR. KEN CORDELL: And if I may ask,  
21 you may have to repeat the question if I can't hear  
22 it.

23 MR. BRUCE SHUPP: Fine. Who is first?

24 MR. JIMMY BARNETT: Ken, this is Jimmy  
25 Barnett. I have a question. You say the book will  
1 be out fairly soon. How do we get a copy? 236

2 MR. KEN CORDELL: We will put out --  
3 what we will do is I will put out word to -- give me  
4 the name on the council and I will make sure you know  
5 about it. Also, you remember that web site that was

6 up on the first slide, it will be noted there when  
7 the book comes out. It should be in the next couple  
8 of months.

9 Would that work?

10 MR. JIMMY BARNETT: That will be fine.

11 MR. KEN CORDELL: Okay. Thank you.

12 MR. BRUCE SHUPP: Other questions?

13 MR. JIMMY BARNETT: This is Jimmy  
14 Barnett again. I'll ask you another question. I  
15 mentioned it a couple of times earlier to some of the  
16 other speakers. Do you see the trend of more  
17 individual type outdoor activities versus organized  
18 type activities?

19 MR. KEN CORDELL: I apologize. Could  
20 you repeat that again, please?

21 MR. JIMMY BARNETT: Is there a trend,  
22 do you think, in individualized type activities where  
23 one person is doing it by himself rather than in  
24 organized activities like in a team or a league?

25 MR. KEN CORDELL: Basically all  
1 outdoor recreation is growing, and there's probably a 237  
2 couple of parks that do organized recreation. Some  
3 organized recreation appears to be individuals, but  
4 it's actually a club or something like that that is

5 sharing information and helping to identify  
6 opportunities, and indeed, that is an upward trend.

7                   If you look -- this is just one  
8 example where the private sector is involved. If you  
9 look at outfitted whitewater use and individual  
10 boaters, we know that both of them are going up, but  
11 certainly what I have observed, for example, in some  
12 of the whitewater rivers and up in that area is that  
13 the organized or the outfitted recreation is growing  
14 quite large.

15                   Now, the individual boaters often are  
16 organized into clubs as well. There's an increasing  
17 trend in that, as well as the outdoor sports that you  
18 were alluding to where you have a lot of the  
19 competitive sports. But the organization, in one  
20 form or another, is increasingly happening, and it  
21 seems to be as a result of people's much greater ease  
22 in sharing information, particularly via the internet  
23 and people finding ways to join others so that they  
24 have information and see the opportunities perhaps a  
25 lot better than they would as individuals. But both  
1 individual and forms of organized recreation are  
2 growing.

238

3                   MR. JIMMY BARNETT: Thank you.

4 MR. LEE BAKER: Ken, this is Lee  
5 Baker. Do you hear me?

6 MR. KEN CORDELL: I can hear you.

7 MR. LEE BAKER: Comment a little bit  
8 on what you feel is the tolerance within the  
9 recreational industry or recreational trends. What  
10 is the tolerance for additional fees or increased  
11 fees? How much tolerance is there? What do you  
12 think would happen as though fees -- if they had to  
13 increase in order to continue to maintain the  
14 services? At what point do you think that becomes a  
15 real conflict?

16 MR. KEN CORDELL: By industry do you  
17 mean -- you're not talking about the public, you're  
18 talking about the private industry?

19 MR. LEE BAKER: No. I am talking  
20 about the users of the recreation facilities. If you  
21 were to have to raise the fees, at what point --  
22 what's your feelings on what that tolerance level  
23 looks like?

24 MR. KEN CORDELL: Research has been  
25 done on recreation fees, as you may know, for quite  
1 some number of years, and the conclusion out of that  
2 has almost always been the same; and that is, that



3 people are quite willing to pay fees as we do to go  
4 into a movie theater or whatever.

5 Of course, I don't know what we do  
6 about movie theaters and downloading music and all of  
7 that anymore. It's a little bit different scenario,  
8 but as it used to be, at least, or to go eat in a  
9 restaurant or anything else, as long as they know  
10 that what they are paying goes back into the support  
11 and maintenance of the place and the kinds of  
12 activities that they were engaged in.

13 And I can't tell you where the  
14 break-even point is on how much of a fee, but we did  
15 some work nationally mainly aimed at the question of  
16 fees for national forests, but other federal lands as  
17 well as a part of a fee demo that had been going on  
18 for the past couple of three years and found that  
19 there were some differences across different segments  
20 of the population. But for the most part people were  
21 quite willing to pay substantially more fees on a  
22 daily basis as long as, again, they knew that this  
23 was going to go back into maintaining or improving  
24 the quality and the opportunities that they were  
25 using.

240

1 So I think that in a lot of cases

2 we're perhaps listening to a small group say they  
3 don't want fees, whereas, the general public is  
4 saying, well, it's okay, we understand, things cost  
5 money, that's generally what the research is showing.

6 MR. LEE BAKER: Thank you.

7 MR. BRUCE SHUPP: Ken, it looks like  
8 that's it.

9 MR. KEN CORDELL: All right.

10 MR. BRUCE SHUPP: We really appreciate  
11 your effort. I know that was quite an ordeal for you  
12 to sit through the meeting listening to everything  
13 from a remote location, and then, of course, going  
14 through the presentation here. We really appreciate  
15 your effort.

16 MR. KEN CORDELL: You're very welcome.  
17 I was glad to do it.

18 MR. BRUCE SHUPP: Thank you very much.

19 MR. KEN CORDELL: You bet.

20 FACILITATOR DAVE WAHUS: Dinner this  
21 evening will be at 6:00 p.m. in Salon A in the  
22 Radisson. It's the same floor as the restaurant. So  
23 it will be one level up from the lobby, for those of  
24 you who are looking for it. I'm not sure where from  
25 the restaurant, but at least you will be on the right

1     flow. We should be able to find it once we're on the  
2     right floor.

3                     Does anyone have any other comments or  
4     questions?

5                     MS. JULIE HARDIN: For those of us who  
6     are unable to make the dinner this evening, you did  
7     say, Bruce, you were going to discuss the future of  
8     this group, I wonder if we would have a chance to  
9     give you our input either before or after dinner or  
10    tomorrow morning, whatever.

11                    MR. BRUCE SHUPP: Certainly. You mean  
12    on the floor of the meeting or what?

13                    MS. JULIE HARDIN: Wherever you would  
14    like to hear this input. I know that Lee and I  
15    aren't going to be at dinner, for example, and if  
16    you're making decisions about the future of this  
17    council I would love to be in on that.

18                    MR. BRUCE SHUPP: We'll be making  
19    recommendations to Kate tonight, and that will be the  
20    discussion, is the council's feedback to Kate and how  
21    everyone feels. So I would suggest you express your  
22    feelings to Kate.

23                    MS. JULIE HARDIN: Thank you very  
24    much.

25 MR. BRUCE SHUPP: We could go off the  
242  
1 record and have a discussion now, adjourn the meeting  
2 if you -- if the council would rather do that than do  
3 it tonight.

4 MS. JULIE HARDIN: Sure.

5 MR. BRUCE SHUPP: All right. Paul and  
6 Kim, we're off the record. The meeting is adjourned  
7 until 8:00 tomorrow morning, not 8:30.

8    END OF FIRST DAY

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25